

# URBAN OPERATIONS



**FORT BENNING MOBILE TRAINING TEAM**

# PURPOSE

**To provide an overview of current UO Doctrine and to highlight tactical level training objectives based on lessons learned.**

# Agenda

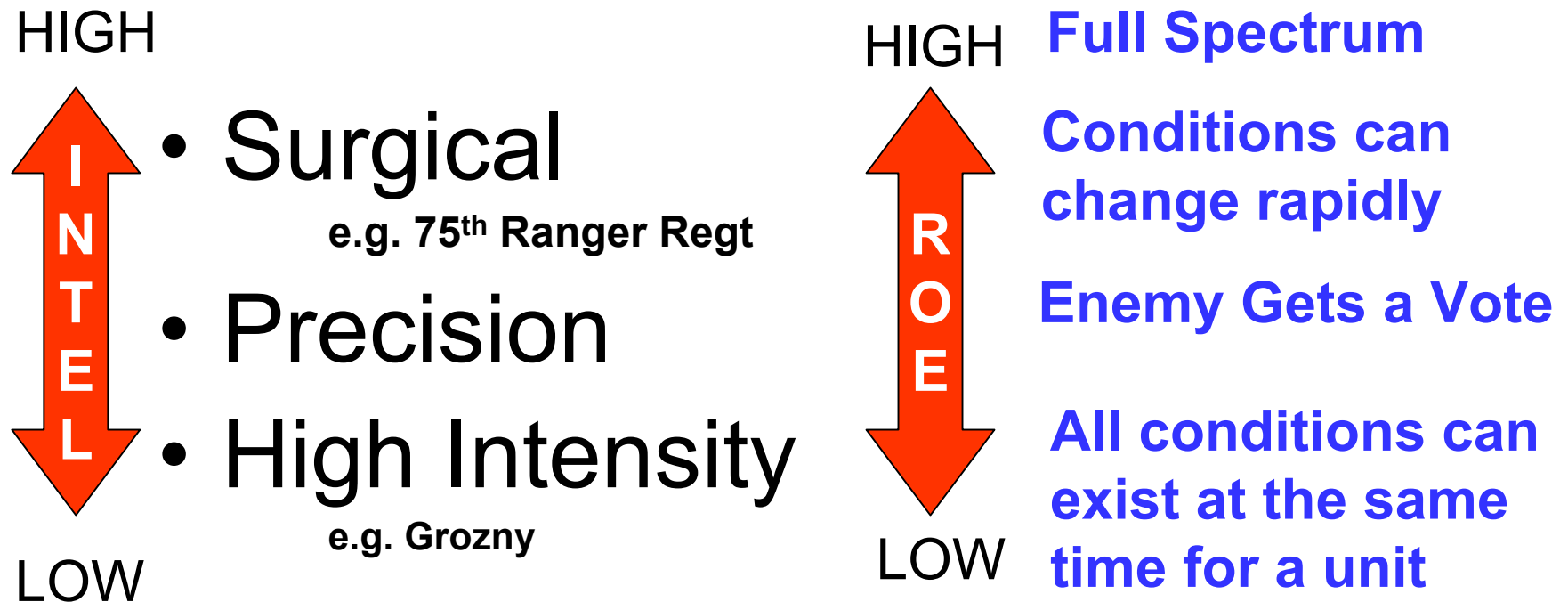
- **Definition**
- **Conditions of UO**
- **The Urban Environment**
- **UO across the full spectrum**
- **Observations**
- **Lessons Learned**
- **Conclusion**

# URBAN OPERATIONS DEFINED

Urban Operations (UO) include offense, defense, stability and support operations conducted in a topographical complex and adjacent natural terrain where manmade construction and high population density are dominant features.

*FM 3-0, p 6-19*

# THREE CONDITIONS OF UO



# THE URBAN ENVIRONMENT

The urban environment is a topographical complex where manmade construction or the density and diversity of the noncombatants are the dominant features.

## Terrain

- Natural topography and Manmade Constructs.

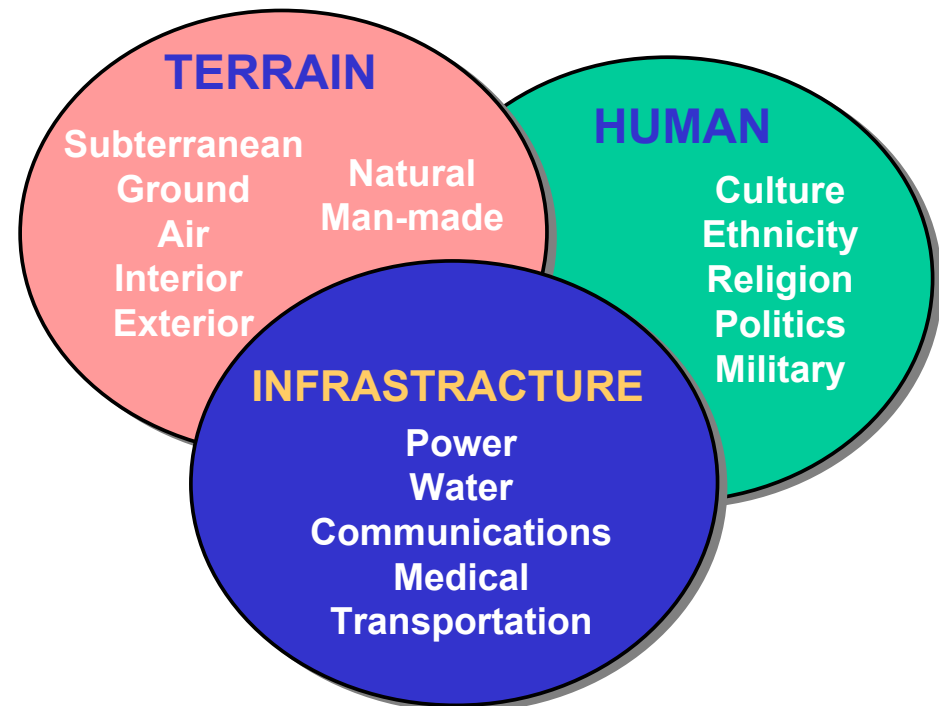
## Human

- The Urban Population and its associated society.
- The enemy and associated doctrine and equipment.

## Infrastructure

- The systems which are vital to the functioning of the Urban Area.
- Composed of physical and human components.

## The Three Components of the Urban Environment



**SEE THE TERRAIN**





# PHYSICAL ENVIRONMENT

- Open, less complex environments favor the US.
- Enemies will try to use urban environments and other complex terrain to their advantage.





# URBAN TERRAIN GEOMETRY

## NATURAL TERRAIN

FORWARD  
SLOPES

REVERSE  
SLOPE

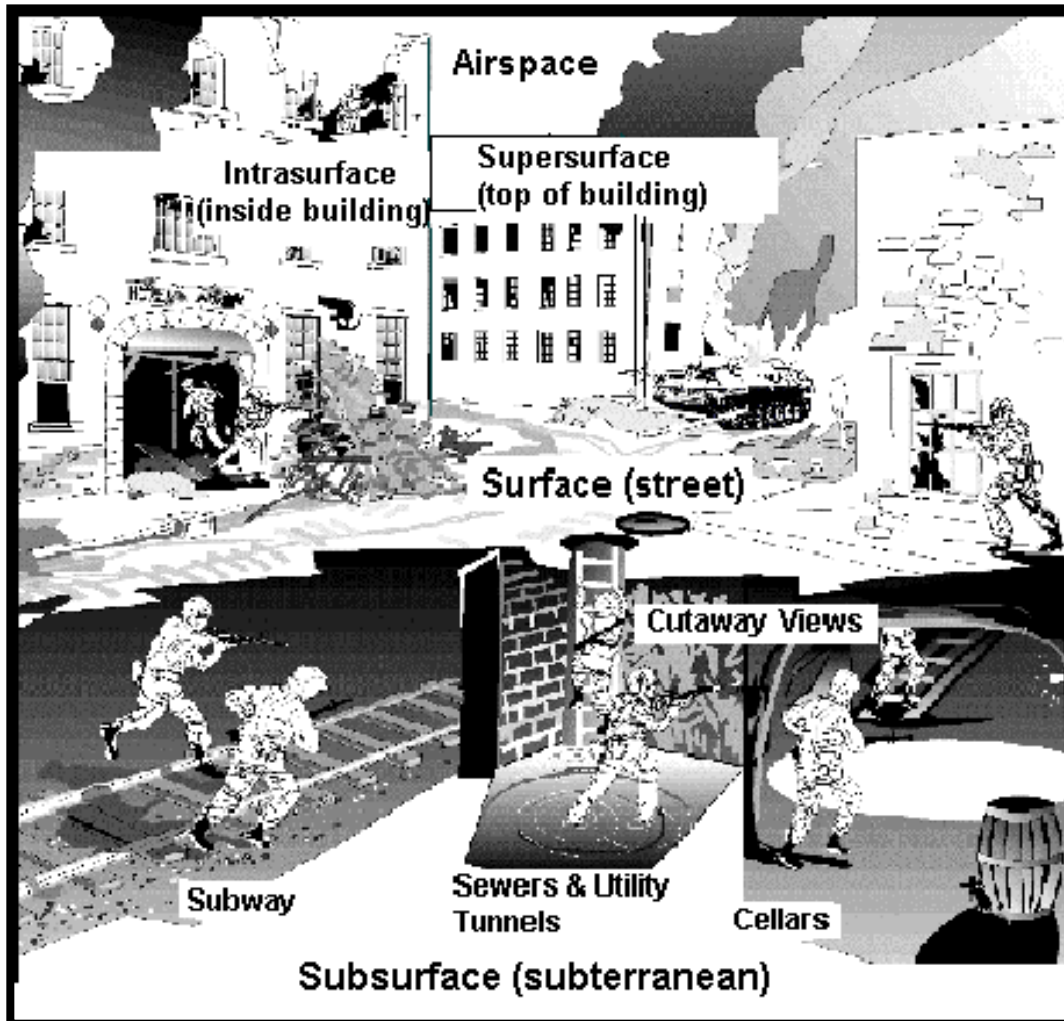
PROBLEM IS  
OUTER  
SURFACES

## URBAN TERRAIN

FIVE OUTER  
SURFACES

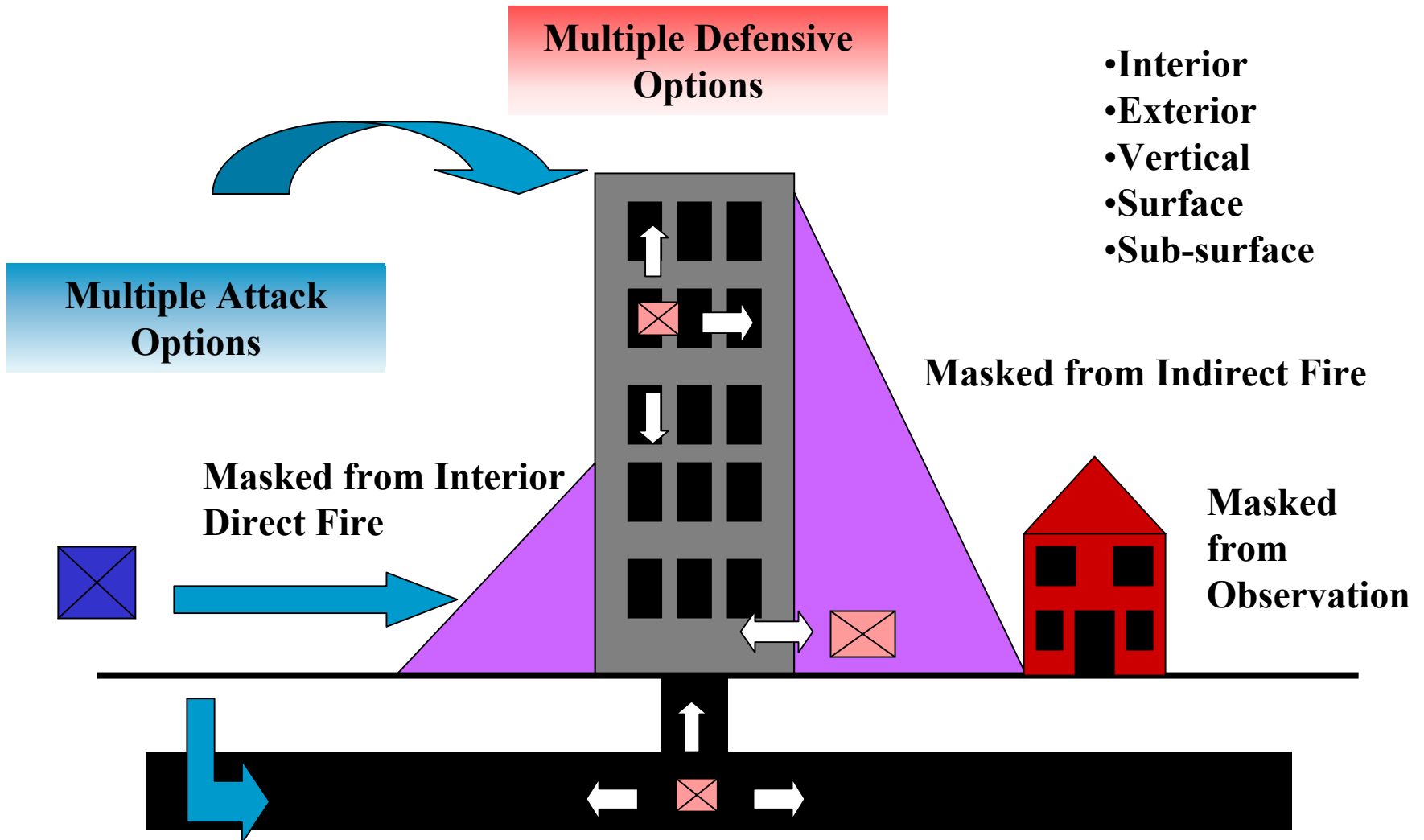
PROBLEM IS "YOU CAN  
SEE A LONG WAY, BUT  
YOU CAN'T SEE A LOT."

# DEFINING THE URBAN BATTLESPACE



- **AIRSPACE**
  - RAPID AIR AVENUES OF APPROACH
  - OBSTACLES = POLES, WIRES, ETC
- **SUPERSURFACE**
  - ROOFTOP, NO COVER
- **INTRASURFACE**
  - GROUND TO TOP FLOOR
  - INTERIOR OF BUILDINGS
- **SURFACE**
  - GROUND, STREET, OR WATER LEVEL
- **SUBSURFACE**
  - UNDERWATER
  - SUBTERRANEAN

# Multi-Dimensional Problem



# **SPECIAL TERRAIN CONSIDERATIONS**

- **Military vs. City Maps**
- **Key and Decisive Terrain**
- **Confined Spaces**
- **Avenues of Approach**
- **Rubbling Effects**

# SEE THE INFRASTRUCTURE



# SEVEN URBAN ZONES

- CITY CORE
- CORE PERIPHERY
  - DENSE RANDOM CONSTRUCTION
  - CLOSE ORDERLY CONSTRUCTION
- DISPERSED RESIDENTIAL AREA
- HIGH RISE AREA
- INDUSTRIAL/TRANSPORTATION AREA
- PERMANENT/FIXED FORTIFICATIONS
- SHANTYTOWNS

LEADERS MUST UNDERSTAND  
UNIQUENESS AND COMPLEXITY  
OF EACH ZONE



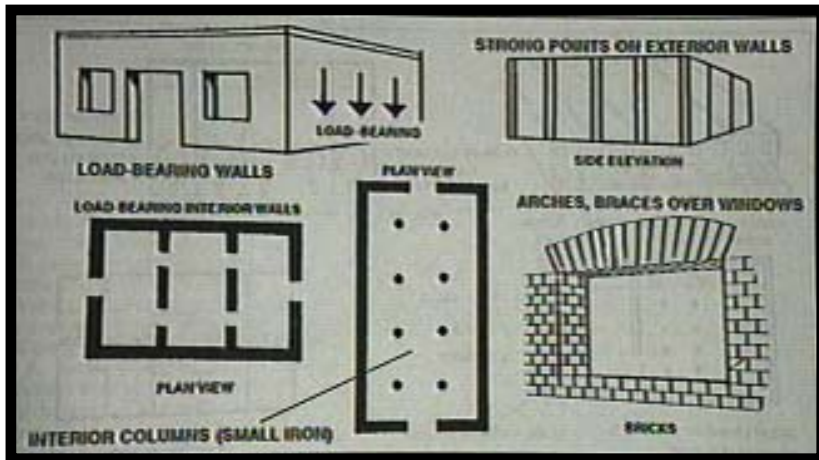
STREET PATTERNS AND  
CONSTRUCTION



# STREET PATTERNS

Knowledge of street patterns and widths gives commanders an understanding of whether or not mobility corridors in different zones can permit mounted or dismounted movement.

# BUILDING CONSTRUCTION

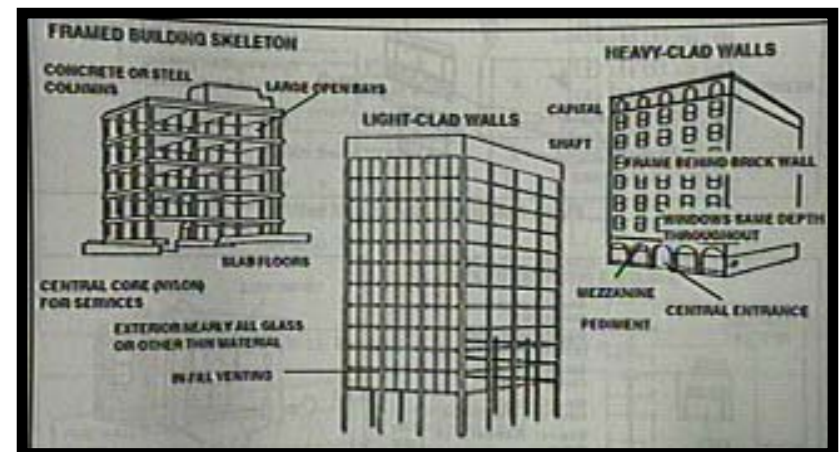


## MASS CONSTRUCTION

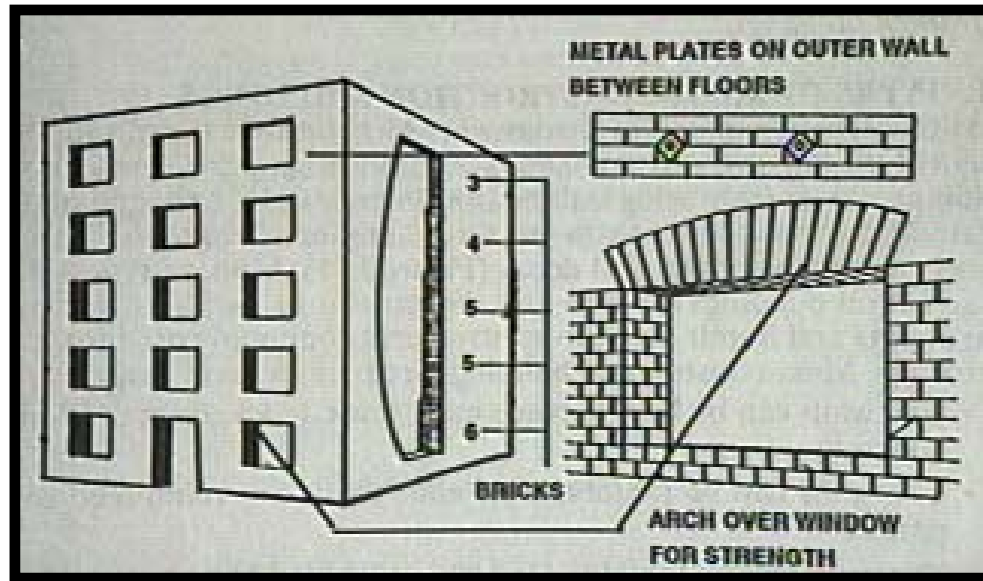
- Built in place using brick, block, or poured -in- place concrete
- Walls can be prefabricated and “tilt-up” or reinforced-concrete panels
- Can be prefabricated and assembled like boxes

## FRAMED CONSTRUCTION

- Supported by a skeleton of columns and beams
- Usually taller than frameless buildings
- Exterior walls are not load bearing



# PRINCIPLES OF MASS CONSTRUCTION



Exterior walls support the weight of the building

Additional support comes from load bearing interior walls

**BETTER PROTECTION THAN A FRAMED BUILDING**

**HARDER TO SUPPRESS FROM THE OUTSIDE**

# **TYPES OF MASS CONSTRUCTION**

- **BRICK BUILDINGS (Most Common)**
- **WAREHOUSE (Reinforced Concrete)**
- **BOX WALL PRINCIPLE (Hotels or Apartments)**
- **PUBLIC GATHERING PLACES (Churches and Theaters)**



**SEE THE HUMAN DIMENSION**





# **CHARACTERISTICS OF OFFENSIVE OPS IN UO**

**Large Number of Troops Required to:**

- **Clear and Secure Objectives**
- **Relieve Fatigued Soldiers on Clearing Teams**
- **Control and Protect Civilians**
- **Replace and Evacuate Casualties**

# MISSION ANALYSIS

- **What is my commander's intent?**
- **Seize vs. Clear?**
- **Must I clear every building?**
- **Is my mission terrain or enemy oriented?**
- **Limitations/Constraints**
- **M-TETT-C (TTP) V. METT-TC**

# REASONS TO ATTACK OR NOT ATTACK A BUILT UP AREA

## ATTACK

- CANNOT BYPASS
- KEY LOCS
- POLITICAL  
IMPORTANCE

## DON'T ATTACK

- CAN BYPASS
- DO NOT HAVE  
ENOUGH COMBAT  
POWER
- OPEN CITY

# **WEAPONS EMPLOYMENT**

- **Building exterior surface characteristics**
- **Engagement ranges**
- **Engagement times**
- **Depression and elevation**
- **Reduced TGT ACQ capability (smoke, shadows, etc)**
- **Small unit assaults on converging axis**
- **Inside and outside engagements**
- **Attacking buildings and personnel**
- **Modern engineering**

# **WEAPONS EMPLOYMENT CONSIDERATIONS**

- **Ricochets/angle of obliquity**
- **Engagement Ranges**
- **Depression/Elevation limits**
- **Smoke/Dust/Shadows**
- **Personnel distribution on the battlefield**
- **Order of attack: buildings then people**
- **Modern construction**

# Rifle Launched Entry Munition

- Lightweight, handheld breaching round.
- Remotely operated from standard M16/ M4 rifles.
- Stealthy rapid breach achieved through silent set-up, remote operation and quick shoot-through of doors with minimal hazard to operator or target.





# Requirement

<b>Bullet Trap</b>	- Device able to be fired with M855 Ball and M856 Tracer
<b>Angle Attack</b>	- Breaching from 75 degree to 105 degree
<b>Range</b>	- Remotely operate from distance 6 meter to 20 meter
<b>Breaching Capability</b>	- 95% probability of breaching with two rounds
<b>Operation Time</b>	< 60 seconds

# Exterior Doors



# Mobility System: ACTD-R30b

## Mechanical Door and Window Breach

**System:** ACTD-R30b Mechanical Door and Window Breach, Demtek Breaching Tool

**Technical Performance:** The Demtek halligan tool uses the strength of the Soldier/Marine and leverage to pry doors and windows open;

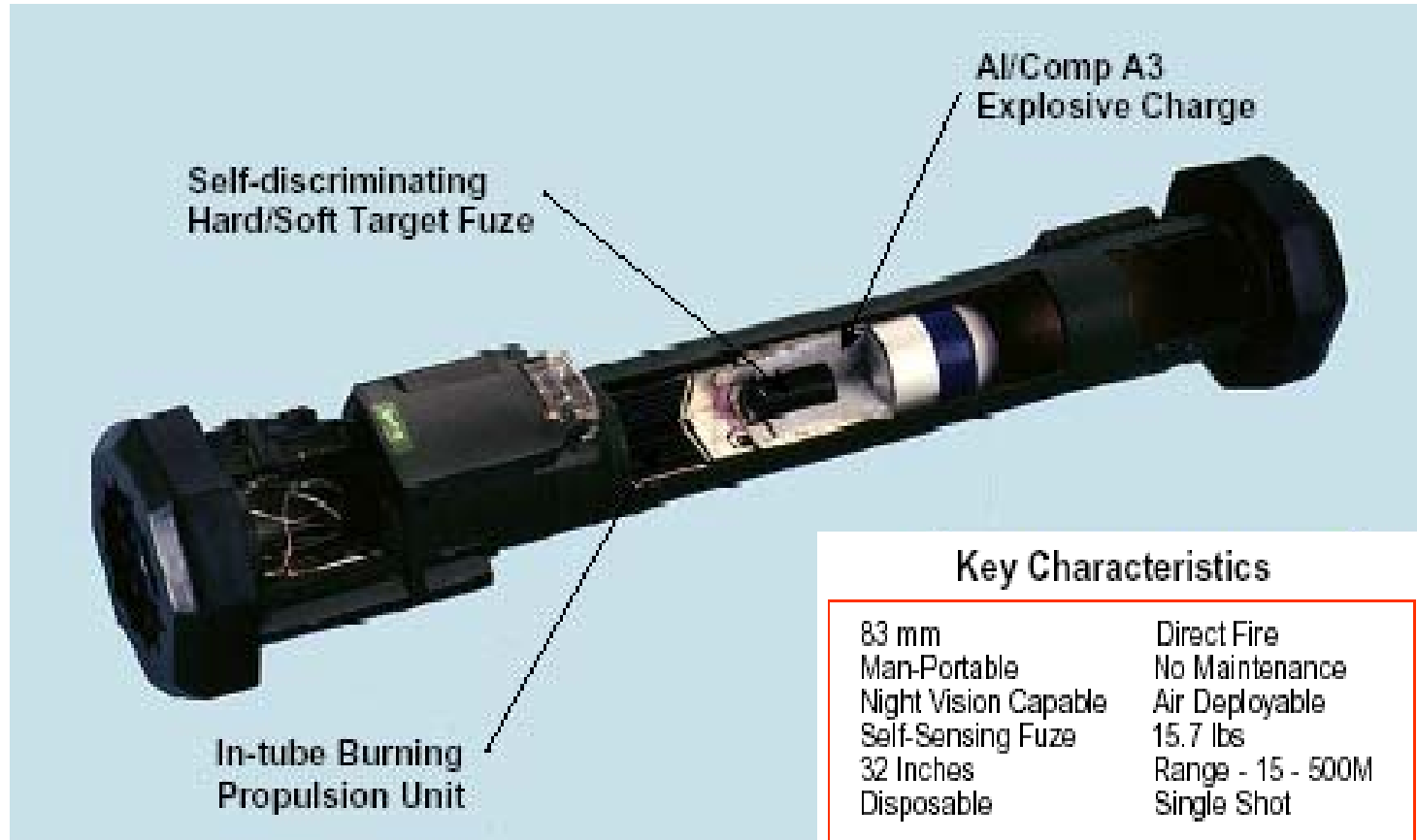
**Technical Issues:** Assault pack allows all three tools (halligan, sledge hammer, & bolt cutters) to be carried by one Soldier/Marine within rifle squads.

**Tactical Employment:** Squad level - One per Squad

**Operational Payoffs:** Employed against interior and exterior doors eliminates physiological affect of explosives. Halligan/sledge hammer is quick and easy; complements explosives.



# M141 BUNKER DEFEAT MUNITION



**Operational Capabilities** Destroys Earth & Timber Bunkers

Breaches Masonry Walls

Defeats Light Armor

# ENEMY

- **Conventional Forces**— Usually Motorized or Mechanized and organized into echelons to provide greater depth.
- **Unconventional Forces**— Urban insurgents and terrorist groups.
- **Miscellaneous Forces**—Semi-skilled armies, warlords, gangs, police.

# ENEMY DOCTRINE

- **No single threat doctrine exists**
- **Former Soviet Union and Western Principles**
- **UO are becoming centerpiece of Military Policy for many third world countries**
- **Sniper Operations**
- **Seek to counter technology and numerical superiority and exploit constraints placed on US Forces**

# ENEMY TACTICS

- **Use population to advantage**
- **Win the information war**
- **Manipulate key Facilities**
- **Use all dimensions**
- **Employ urban oriented weapons**
- **Engage the entire force**
- **Focus attacks on service support and unprotected soldiers**

# TIME

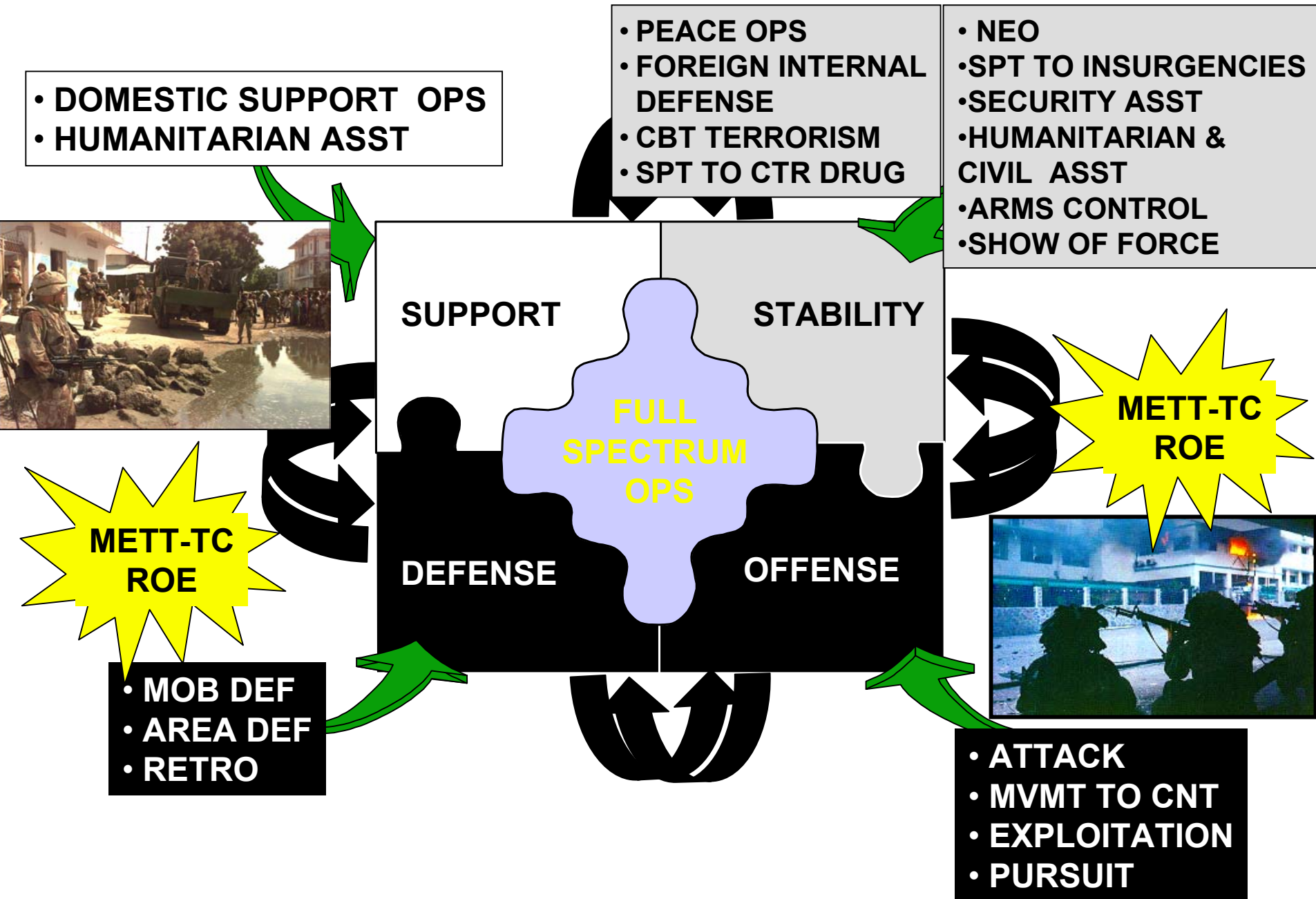
- **Tempo**
- **Time/space relationships**
- **More time for rehearsals**
- **Exercising Combat Patience**



# CIVIL CONSIDERATIONS

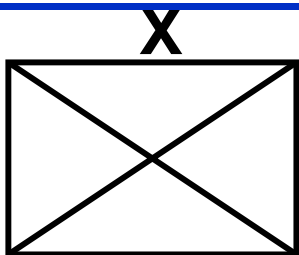
- **Areas:** Key Civilian localities.
- **Structures:** Location, functions, capabilities, application and consequences.
- **Capabilities:** Ability to save, sustain, or enhance life
- **Organizations:** Groups or institutions that influence the area of operations.
- **People:** Capabilities, needs, intentions
- **Events:** Template and analyze for political, economic, psychological, environmental, and legal implications.

# UO ACROSS THE FULL SPECTRUM



***ELEMENTS OF BDE  
OFFENSIVE UO***

***BN TF & BELOW PERFORM  
THESE TASKS***



**ASSESS**



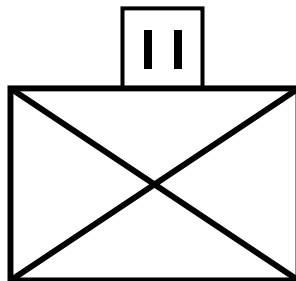
**SHAPE**



**DOMINATE**



**TRANSITION**



**RECONS OBJ**



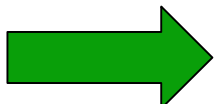
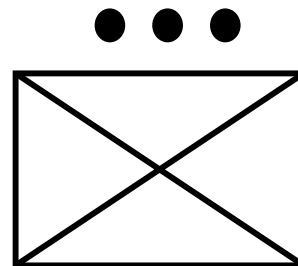
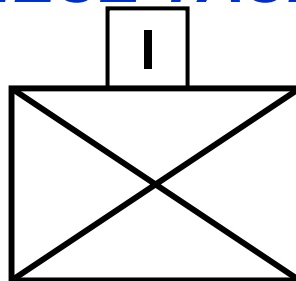
**MOVES TO OBJ/ISOLATES**



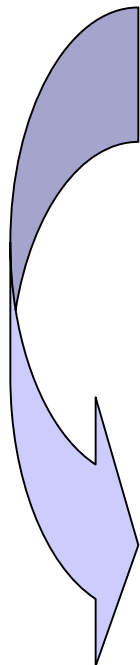
**ISOLATES/SECURES FOOTHOLD/  
CLEAR**



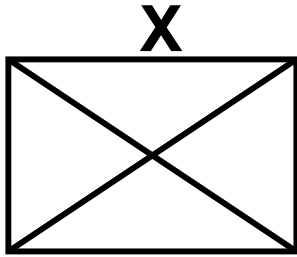
**CONSOLIDATES/REORGANIZES  
PREPS FOR FUTURE MSNS**



**BDE ATTEMPTS TO MINIMIZE  
STREET TO STREET AND  
BUILDING TO BUILDING FIGHTING**



***ELEMENTS OF BDE BN TF & BELOW PERFORM  
DEFENSIVE UO THESE TASKS***



**ASSESS**



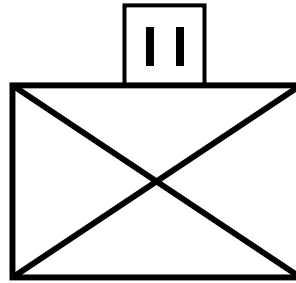
**SHAPE**



**DOMINATE**



**TRANSITION**



**RECONS SECTORS/BPs**



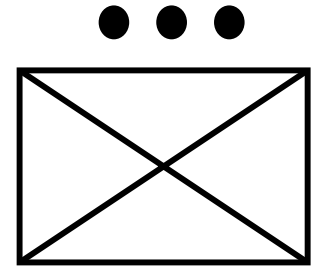
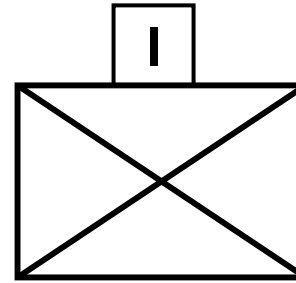
**AVOIDS ISOLATION,  
MOVES TO SECTORS/BPs, SECTY OPS**



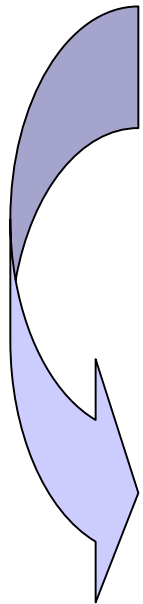
**AREA/MOBILE DEFENSE,  
COUNTER -ATK, RETROGRADE**



**CONSOLIDATES/REORGANIZES,  
PREPS FOR FUTURE MSNS**



**BDE ATTEMPTS TO FORCE ENEMY INTO  
ENGAGEMENT AREAS, USE FIRES TO FORCE ENEMY  
INTO STREET TO STREET AND BUILDING TO BUILDING  
FIGHTING**



# ***ASSESS THROUGH...***

- Intelligence preparation of the battlefield... Difficult at best HUMINT focused.
- Brigade reconnaissance.
- Review results of previous operations.
- Div or JTF recon efforts or other shaping ops, e.g.  
**Information Operations!**



# ***SHAPE THROUGH...***

- **Physical isolation using:**
  - **Sensors & recon units**
  - **Precision fires** Lethal  
} Non-lethal
  - **Indirect & aerial fires**
  - **Maneuver forces**
  - **Combination of above**  
**(probably the most effective)**
- **Psychological isolation using:**
  - **SOF (PSYOP, CA) in conjunction w/ JTF, DIV and coalition forces)**
  - **Media...Info Operations**





# ***DOMINATE THROUGH...***

- Use of combined arms.
- Synchronization of precision fires to include lethal & non-lethal effects.
- Isolation of decisive points.
- Use of superior combat power to destroy high pay off targets.
- Use of close combat when necessary against decisive points.



# ***TRANSITION...***

- **Transition from offensive/defensive operations to stability/support operations or vice versa.**
- **Return urban area to civilian control while retaining CBT, CS, CSS as required.**
- **Transition from being a “supported” force to a “supporting” force, e.g., security for non-governmental organizations.**



# STABILITY & SUPPORT OPERATIONS

- Uses doctrinal framework of **ASSESS, SHAPE, DOMINATE, TRANSITION**
- Subordinate units:
  - security patrols
  - searches
  - roadblocks & check-points
  - observation posts
  - defend, etc.
- All in coordination with civil authorities.



# **TODAY'S TACTICAL CHALLENGES**

- **Clearing Enemy From Fortified Buildings**
- **Symmetrical and Asymmetrical Threats**
- **Noncontiguous Areas of Operations**
- **Lethal & Non-lethal Effects**
- **Media on Battlefield**
- **Collateral Damage/noncombatant Casualties**
- **Transitioning From SASO to Combat and Back**

# BDE ATTACKS

RECON THE OBJ

MOVE TO THE OBJ

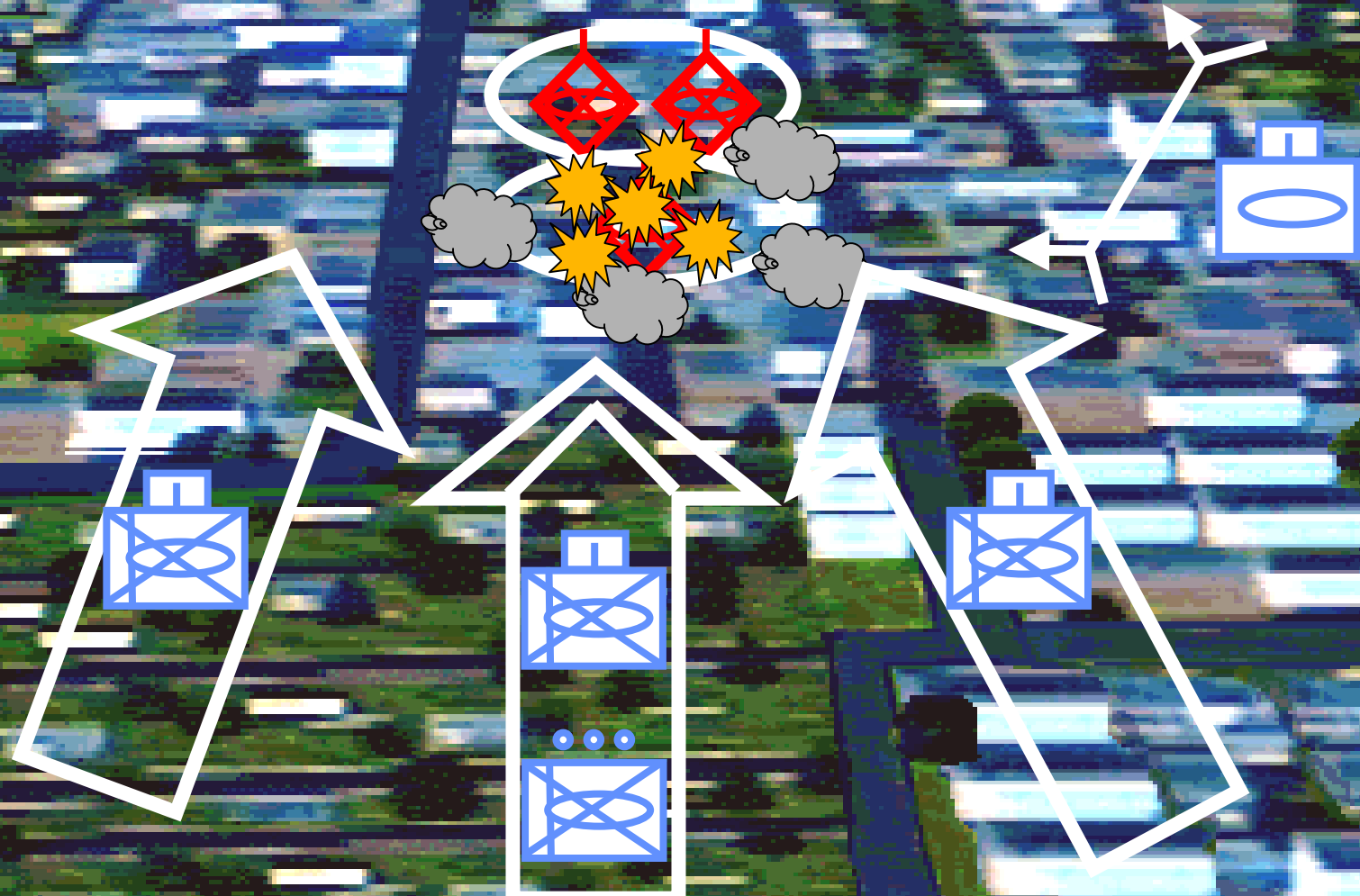
ISOLATE THE OBJ

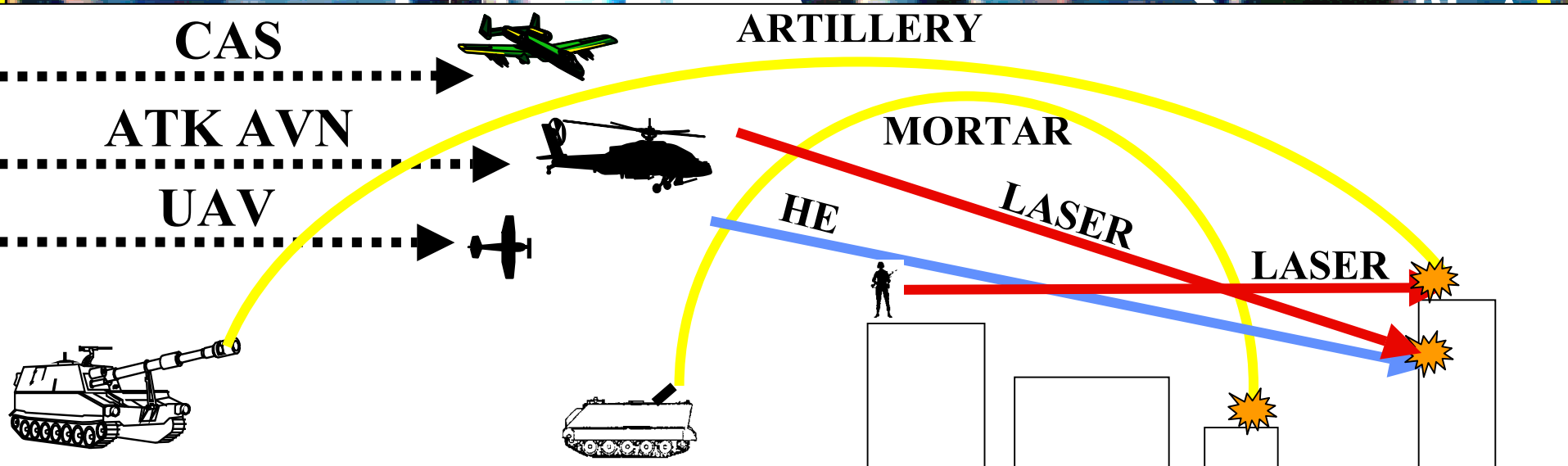


# TF ATTACKS

ISOLATE THE OBJ

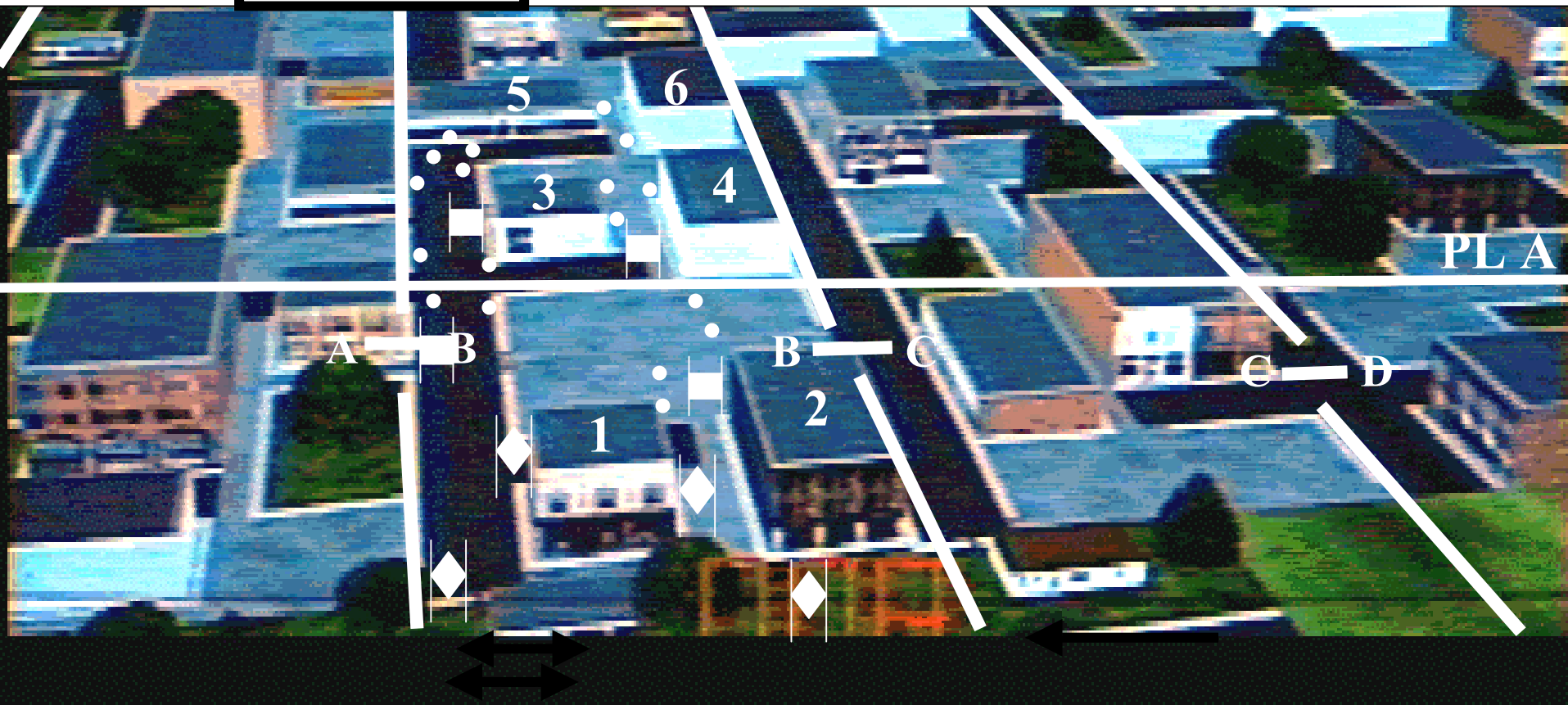
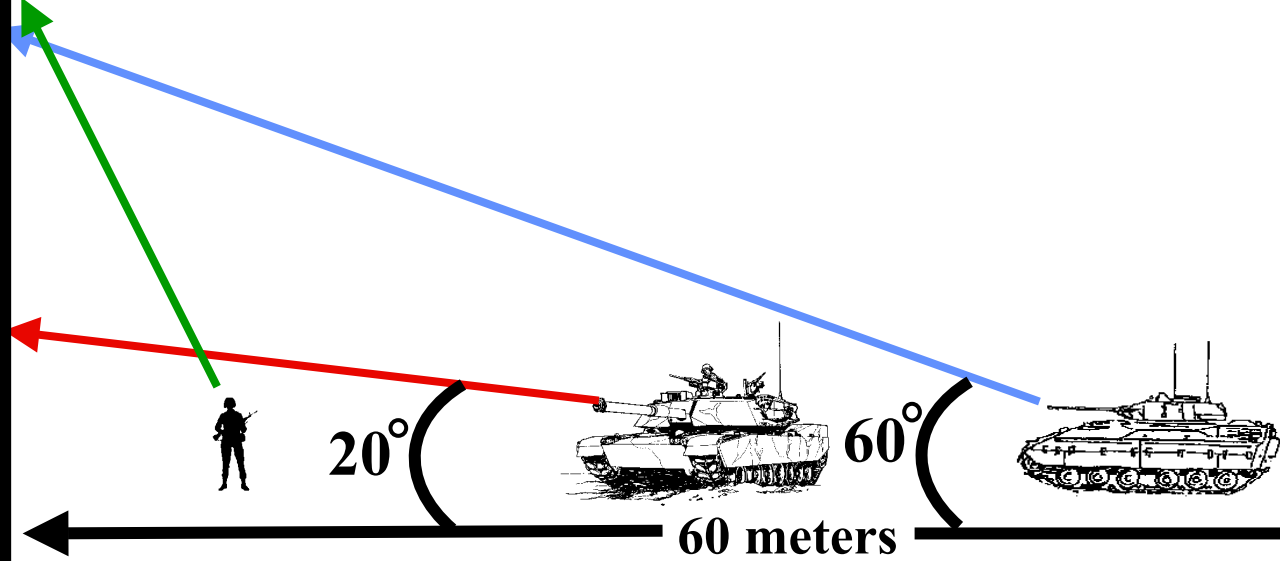
SECURE A FOOTHOLD

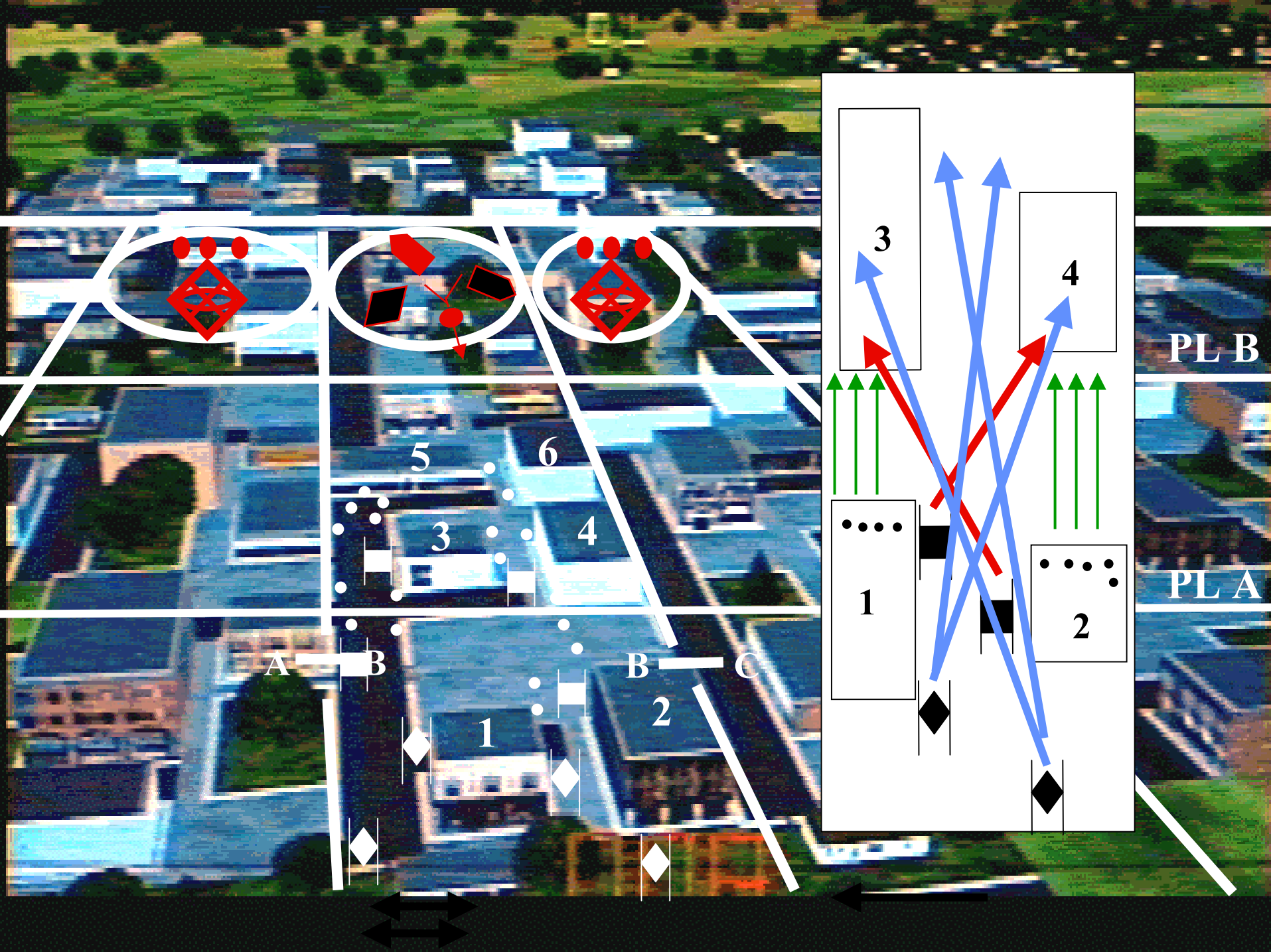




18-19th story

6-7th story





# Observations

- **Individual Tasks**
- **Maneuver and Intelligence**
- **Weapons and Ammunition**
- **Equipment**
- **Planning, Coordination, And Synchronization**
- **Battle Command**



# Individual Tasks

- Combat Marksmanship skills require constant training: instinctive fire, partially-exposed and moving targets.
- Physical fitness and mental toughness give soldiers the will to win.
- GPS and photos are a must for urban navigation.
- Combat Lifesavers save lives: minimum of one per fire team.
- Advanced demolition training to squad leader level.

# Individual Tasks (Cont)

- Snipers used extensively.
- Platoon Leaders must know how to designate targets and control Attack Helicopters.
- Fire control and distribution—ammo conservation
- Reporting: hearing fire vs. receiving fire.
- ROE must be clearly understood by all and constantly reinforced.
- History, culture, and language classes acclimate Soldiers to the environment.

# Maneuver and Intelligence

- No substitute for realistic Maneuver Live Fire Exercises before combat.
- The AAR process works. When used consistently, unit performance continually improves.
- IPB is a constant process. Great terrain products, difficult to template enemy and develop Doctrinal Templates.
- For clearing buildings, units must be prepared for both precision and high intensity conditions (ROE) FM 3-06.11, p. 3-28
- Units Attack to Seize or Secure; not Cordon and Search.

# Maneuver and Intelligence (Cont)

- Units must have a plan for a measured escalation of forces (Combat & Multipliers)
- Heavy Forces must have local security.
- Night Operations worked to our advantage.
- Fast Rope capability is critical for UO air assault operations.
- PSYOPS, linguists, and CA are combat multipliers that require strict control.

# Weapons and Ammunition

- Light Infantry needs mounted .50 Cal and Mk 19 in UO.
- M203 provides immediate and precise illumination.
- Concussion grenades preferred over fragmentation.
- M249 works well in the assault.

# Weapons and Ammunition (Cont)

- SIMRADS Night Sights effective for M21 sniper system.
- LAW not always an effective bunker buster. AT-4 works well; but size and weight make IMT difficult.
- Cayenne pepper spray and CS used to disperse crowds when lesser measures failed.
- Barret .50 Cal sniper rifle is very effective.

# Equipment

- Soldier loads of 40-50 lbs without rucksack.
- Tradeoffs on Level II vs Level III Body Armor: mobility vs survivability.
- M-16 add-ons help: PAQ-4B and Tacclites.
- AT Vehicles converted to Mk-19 or .50 Cal platforms. Gunners require additional protection.
- IR Covers for Bradley Service Drive.

# Equipment (Cont)

- BFV needs exterior mounted telephone integrated into vehicle intercom.
- Hand-held laser pointers needed by Infantry and Aviation units.
- Knee and elbow pads are a must.
- Radio headsets needed to keep hands free.
- HMMWV hardening kits required.
- Light Infantry requires transportation augmentation.



# Planning, Coordination, & Synch.

- Synchronization becomes different and more difficult when everything does not fit neatly into a BOS.
- External Coordination, Force Protection and Information Dissemination became additional BOSs during Operation Restore Hope.
- CSS Operations over extended LOCs impact on OPTEMPO.
- Defining the Commander's Intent often involves a dialogue between Higher and Lower.

# Planning, Coordination, & Synch (Cont)

- Providing Company Commanders with missions having a Doctrinal Task and Purpose reduces confusion.
- QRF Operations: Difficult to reduce response time to less than 30 minutes even when the unit is ready to roll. Estimate, Decision, Coordination, and Dissemination must occur prior to action and it all takes time.

# Battle Command

- Mission facilitates deploying the Bn Tac CP well forward. Physical presence and personal actions of the Bn CDR weigh heavily.
- Biggest impediment to C2 is noise: Incoming and outgoing. Extensive Live Fire Exercises in training acclimatize all to these conditions
- Do not rely solely on radio reports. Listen to the Battle
- Stay cool and clear-headed. Think Action-Reaction - Counteraction. Give subordinates reassurance

# Battle Command (Cont)

- No knee-jerk decisions when soldiers are killed or wounded. Haste leads to needless waste.
- Give subordinates time and space to develop the situation. Waiting is the hardest part.
- Remember the Regiment. Do not stain the Colors.

# THOUGHTS ON UO

**IT'S A  
DECENTRALIZED  
FIGHT....**



**.... IT REQUIRES  
A COMBINED  
ARMS TEAM**

# LESSONS LEARNED

- **Intelligence:** Observation, SIGINT, and HUMINT
- Combined Arms **Night** Operations
- Soldiers must understand their weapons
- Helicopters are vulnerable
- **Bulldozer** Employment
- UO **live fire training** is critical
- **ROE** must be considered during the estimate
- Employment of **Snipers and Counter Sniper Operations**
- Manpower requirements

# CONCLUSIONS...

- Likelihood of conducting urban ops is greater.
- Urban ops more complicated... full spectrum ops...transitions.
- Must leverage doctrine w/ new technologies... non-lethal...C2 INFOSYST and ISR.
- Home station facilities... required to train the force.
- Urban combat will continue to be a close, tough fight.







Questions.....



# ASYMMETRIC THREAT – THE BRITISH EXPERIENCE

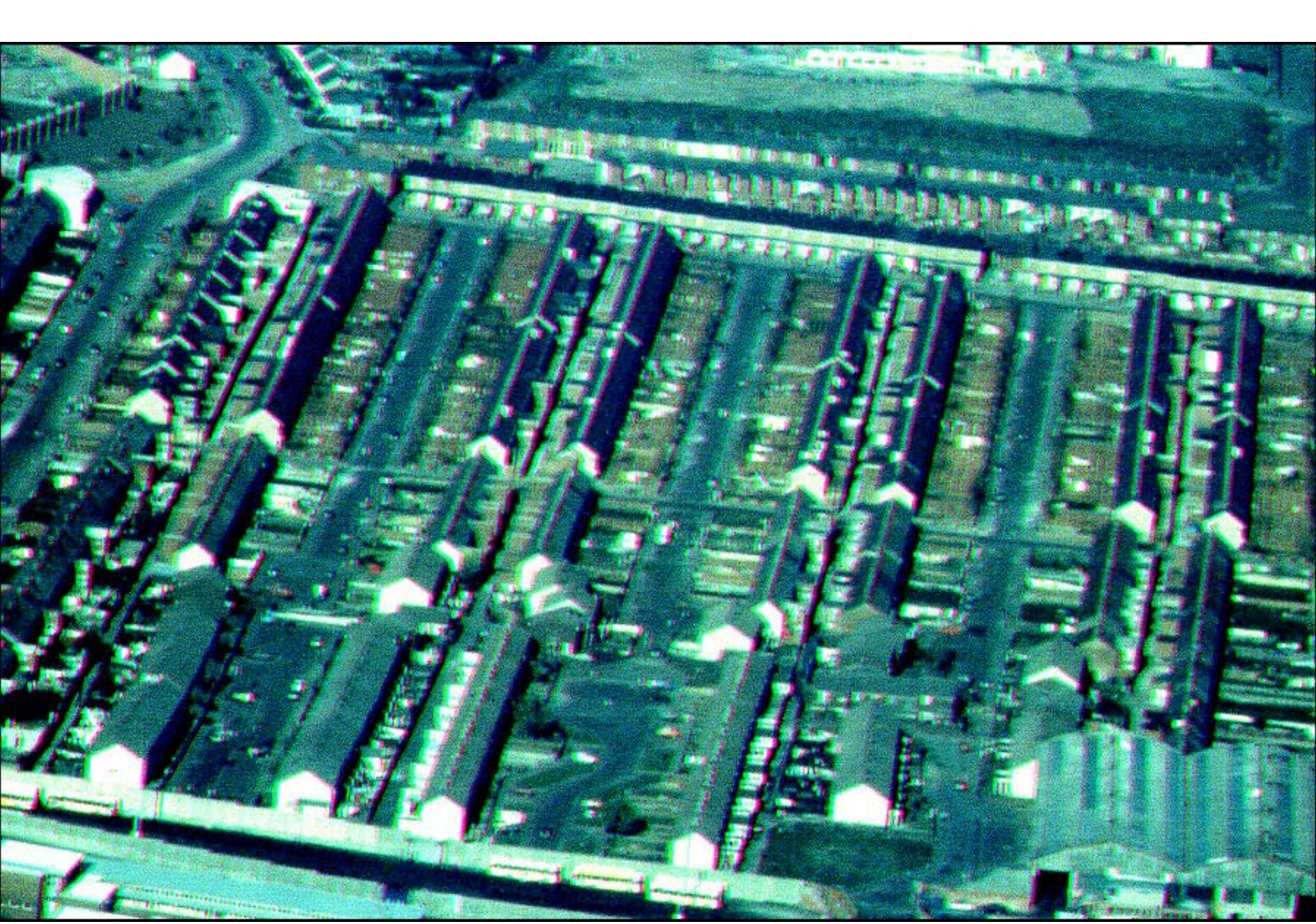




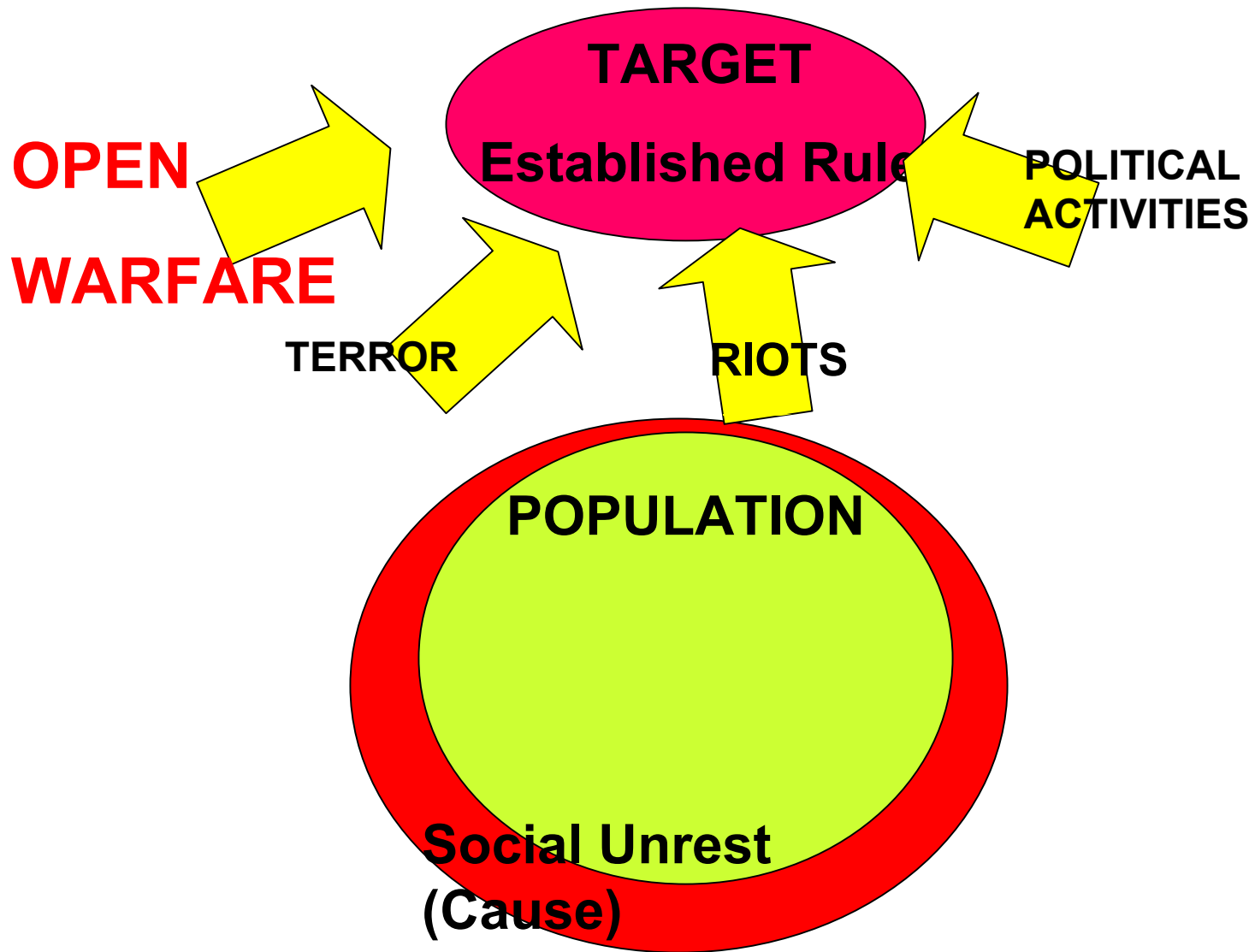












# ATTACKS ON SECURITY FORCES (SF) TERROR

- PROVOKE AN SF OVER - REACTION
- GAIN GOOD PR / SENSATIONAL MEDIA COVERAGE
- CREATE IMAGE AS “SOLDIERS”  
(RE)GAIN CREDIBILITY AS THE PROTECTORS OF THE COMMUNITY
- INTIMIDATE MEMBERS OF SF TO  
PIN SF DOWN & GAIN FREEDOM OF  
MOVEMENT / ACTION

# TYPES OF ATTACK

SNIPING ATTACKS,  
ANTI PERSONNEL MINES AND CARBOMBS,  
MORTAR ATTACKS,  
ASSASSINATIONS,  
PROXY BOMBS,  
RADIO CONTROLLED BOMBS,  
“COME ON” ATTACKS WITH BOOBY TRAPS,  
LASER AND FLASH GUN INITIATED BOMBS,  
ANTI TANK ROCKETS,  
ANTI AIRCRAFT ATTACKS,  
ANTI PERSONNEL MINES,  
MULTIPLE PHASE ATTACKS,  
ALL OUT ASSAULT.  
OR COMBINATIONS OF ALL OF THE ABOVE

# ANTI ARMOUR AMBUSH



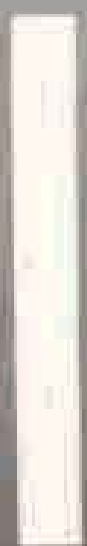
IAAG MK2



HQNI G2 WPNS INT



# PRIG



HQNI G2 WEAPONS INTELLIGENCE







# INITIAL EXPLOSION





# SECONDARY EXPLOSION











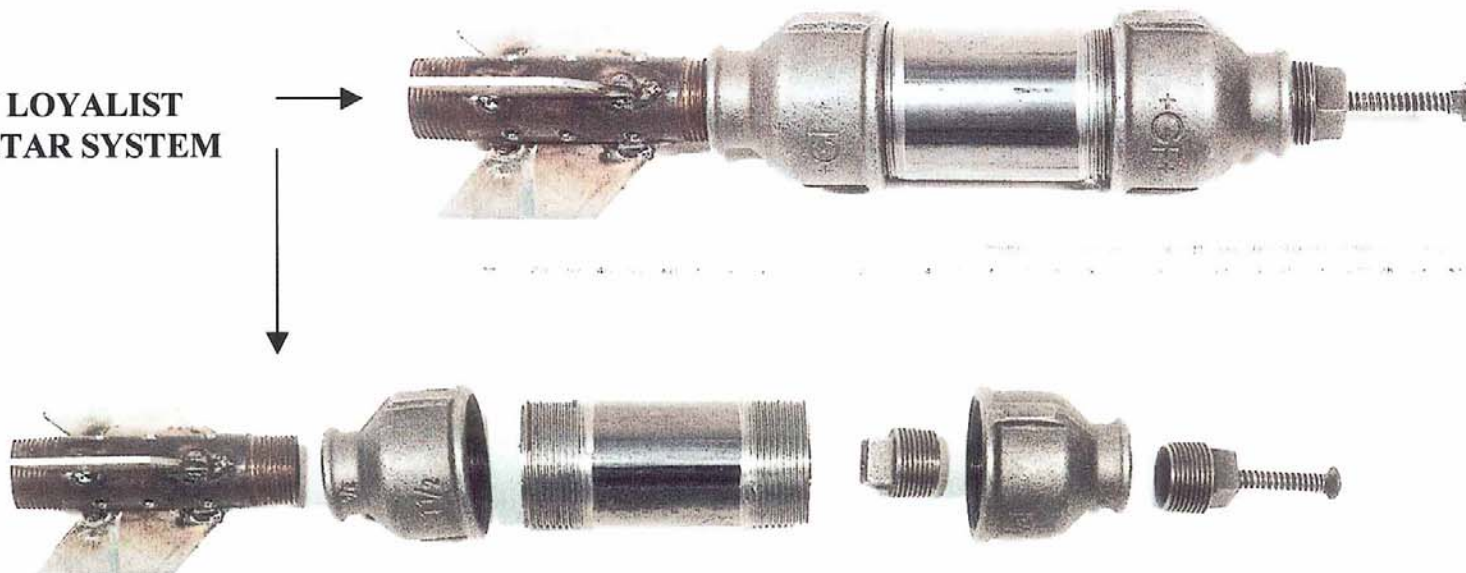
# INDIRECT FIRE

**COMPARISON OF RECENT NEW LOYALIST MORTAR SYSTEM**  
**AND THE REAL IRA MK 17 MORTAR SYSTEM**

**REAL IRA MK17  
MORTAR SYSTEM**



**NEW LOYALIST  
MORTAR SYSTEM**



# PIRA Mk14 MORTAR











# Mk 15 MORTAR





# MK10 MORTARS





# HELICOPTER SHOOTS

# 12.7mm DEGTYAREV (DshK/38/46)



# UNDER VEHICLE BOOBY TRAP (UVBT) ATTACKS

# UVBT BASED ON MK15 TPU









OCT 90

# SNIPING

# .50" BARRET MODEL 90



HQNI G2 WEAPONS INTELLIGENCE



# PHASES

- TARGETING
- RECCE
- PLANNING & PREPARATION
- THE ATTACK
- THE ESCAPE

# PHASES



# PHASES

- TARGETING
- RECCE
- PLANNING & PREPARATION
- THE ATTACK

IDENTIFY

DISRUPT

INFLUENCE

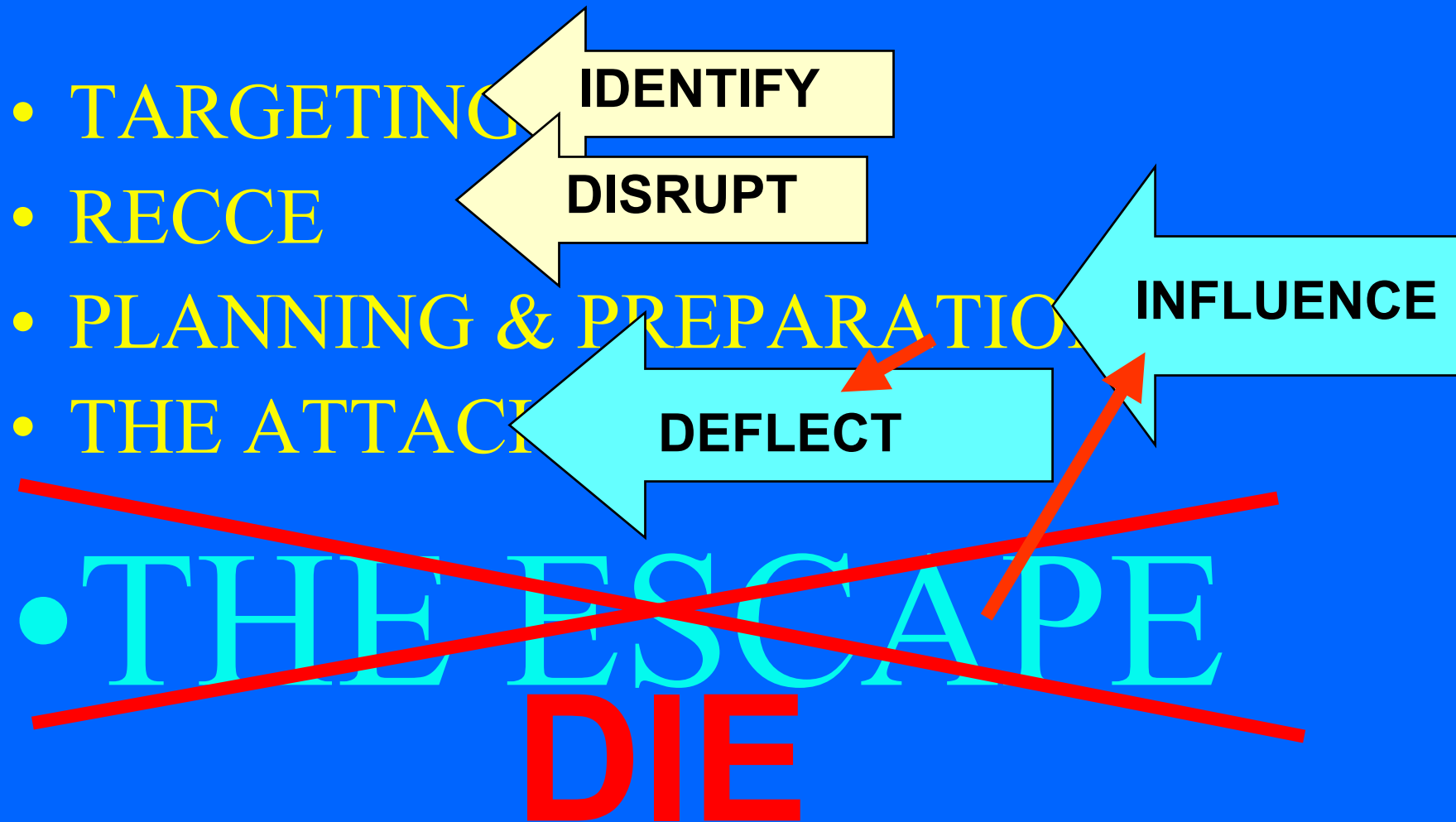
DEFLECT

CAPTURE

~~• THE ESCAPE~~

**DIE**

# PHASES



# DEFEATING THE THREAT?

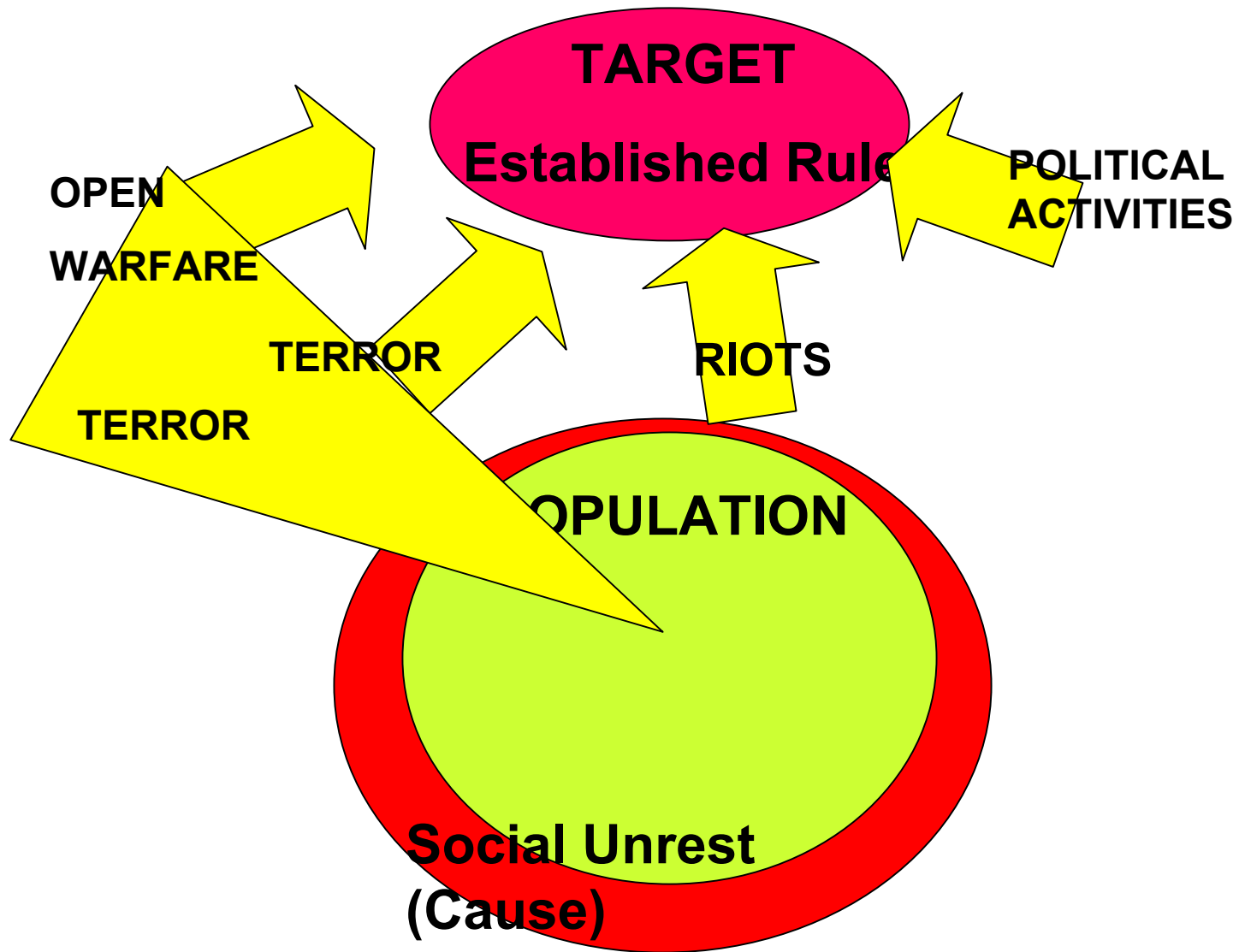
NOTE: “DEFLECT” NOT “DESTROY”.

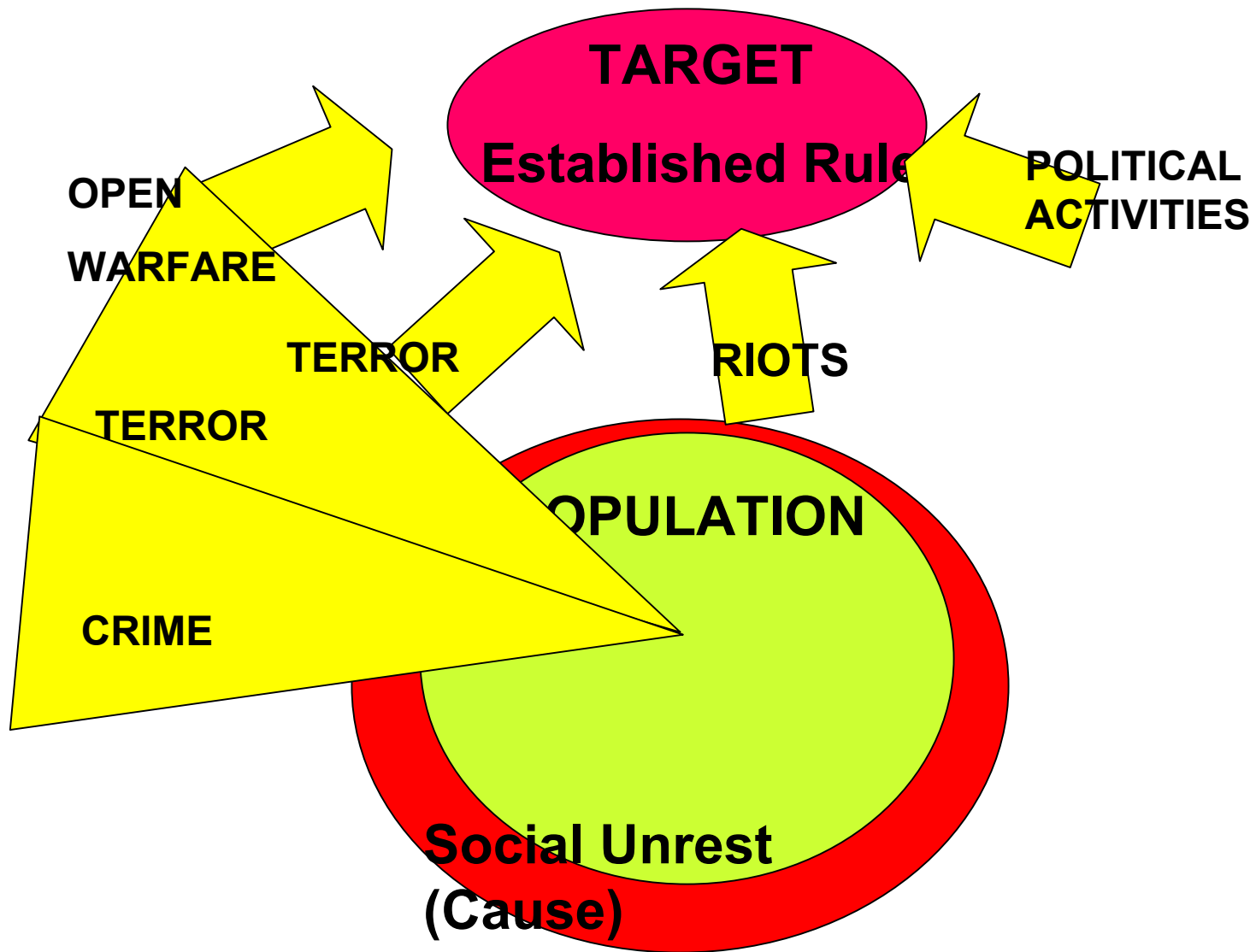
SUCCESS MAY NOT BE RECOGNISED - IT  
CONSISTS OF PREVENTING TERRORIST ACTION -  
HOW DO YOU IDENTIFY A VICTORY?

THE TERRORIST ORGANISATION IS A HUNDRED  
HEADED HYDRA. EVEN IF YOU DEFEAT ONE ASU  
YOU CANNOT ERADICATE THE THREAT - YOU  
MERELY DIVERT IT ELSEWHERE IN TIME OR  
PLACE.

THEREFORE SUCCESS MAY RESULT IN (OR BE  
AIDED BY) A FAILURE ELSEWHERE, WHEN HE HITS  
AN EASIER TARGET.







# CRIME

BANK ROBBERY

THEFT

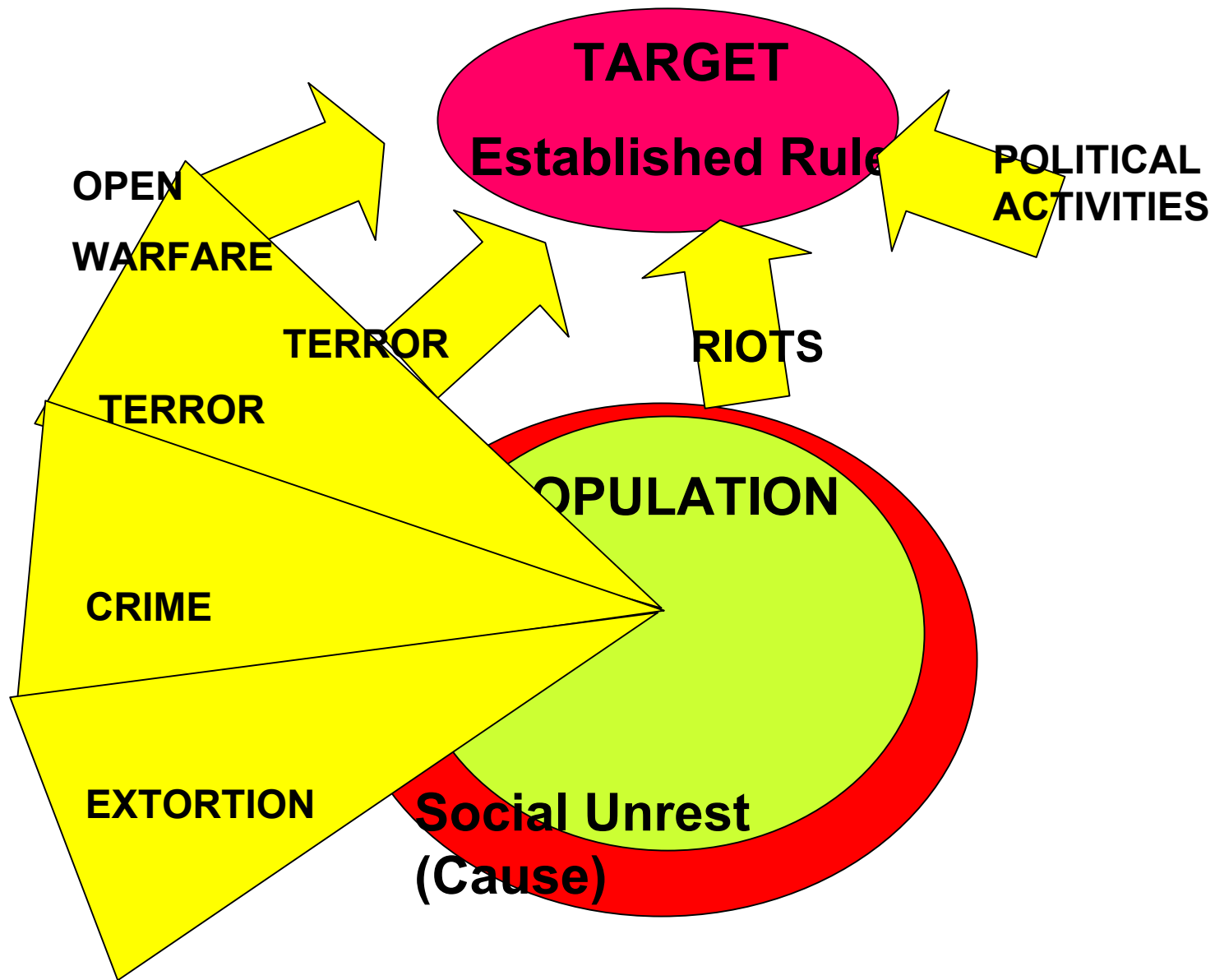
ASSUALT

KIDNAPPING

DRUG SALES

ILLEGAL CLUBS

SMUGGLING



# CRIME

EXTORTION

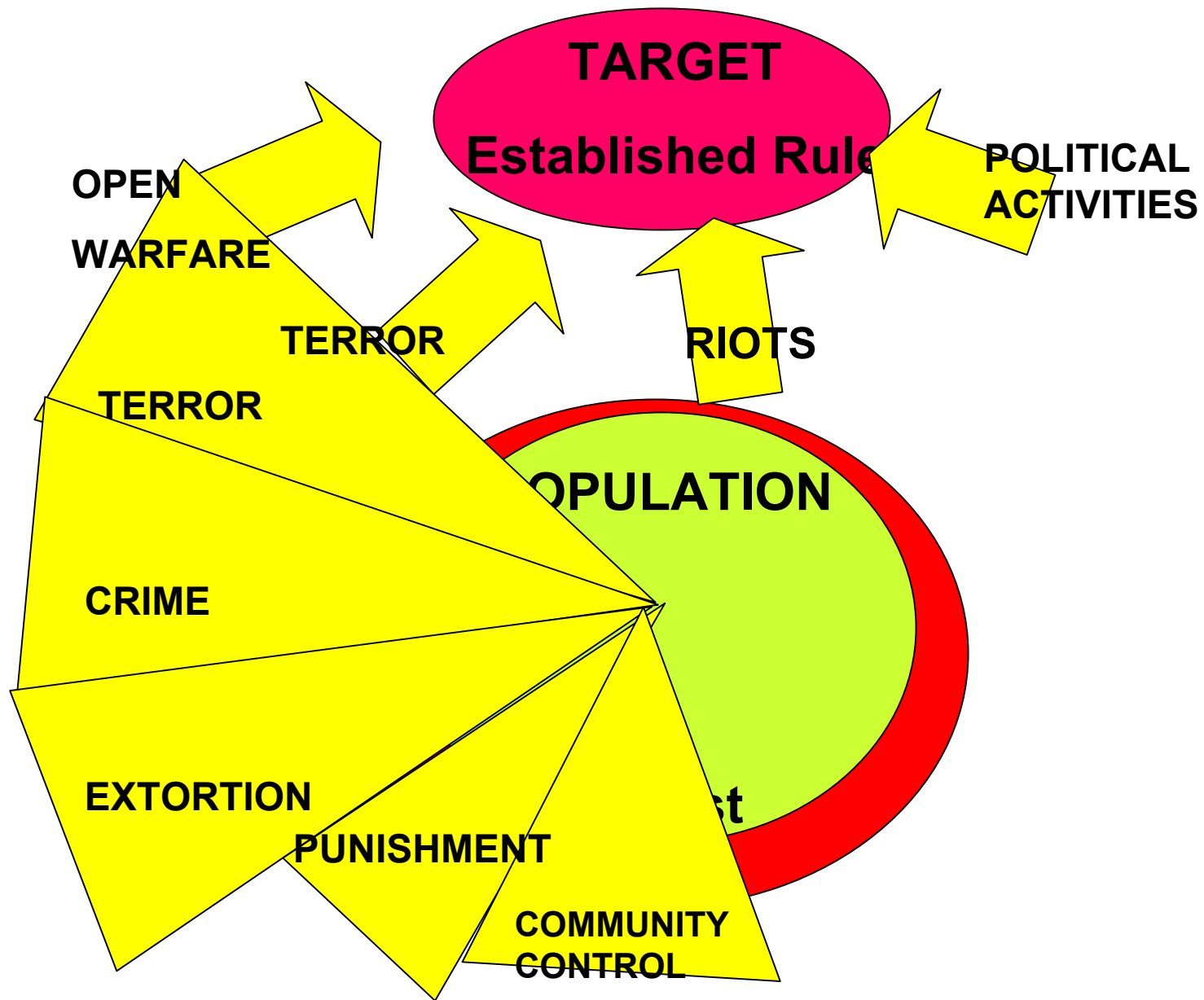
PROTECTION RACKETS

COERSION

SUBVERSION OF THE LEGAL

PROCESSES

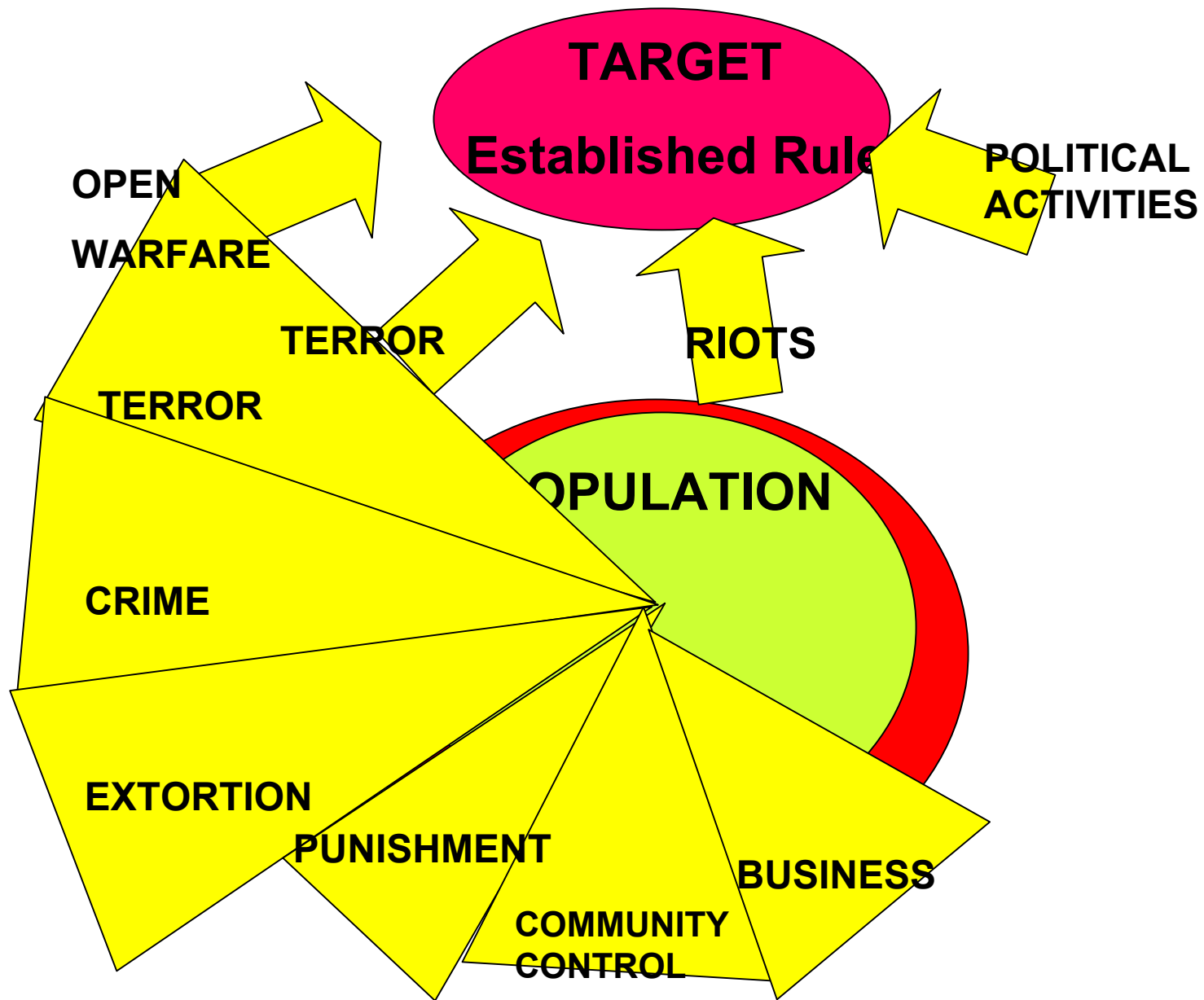
INTIMIDATION

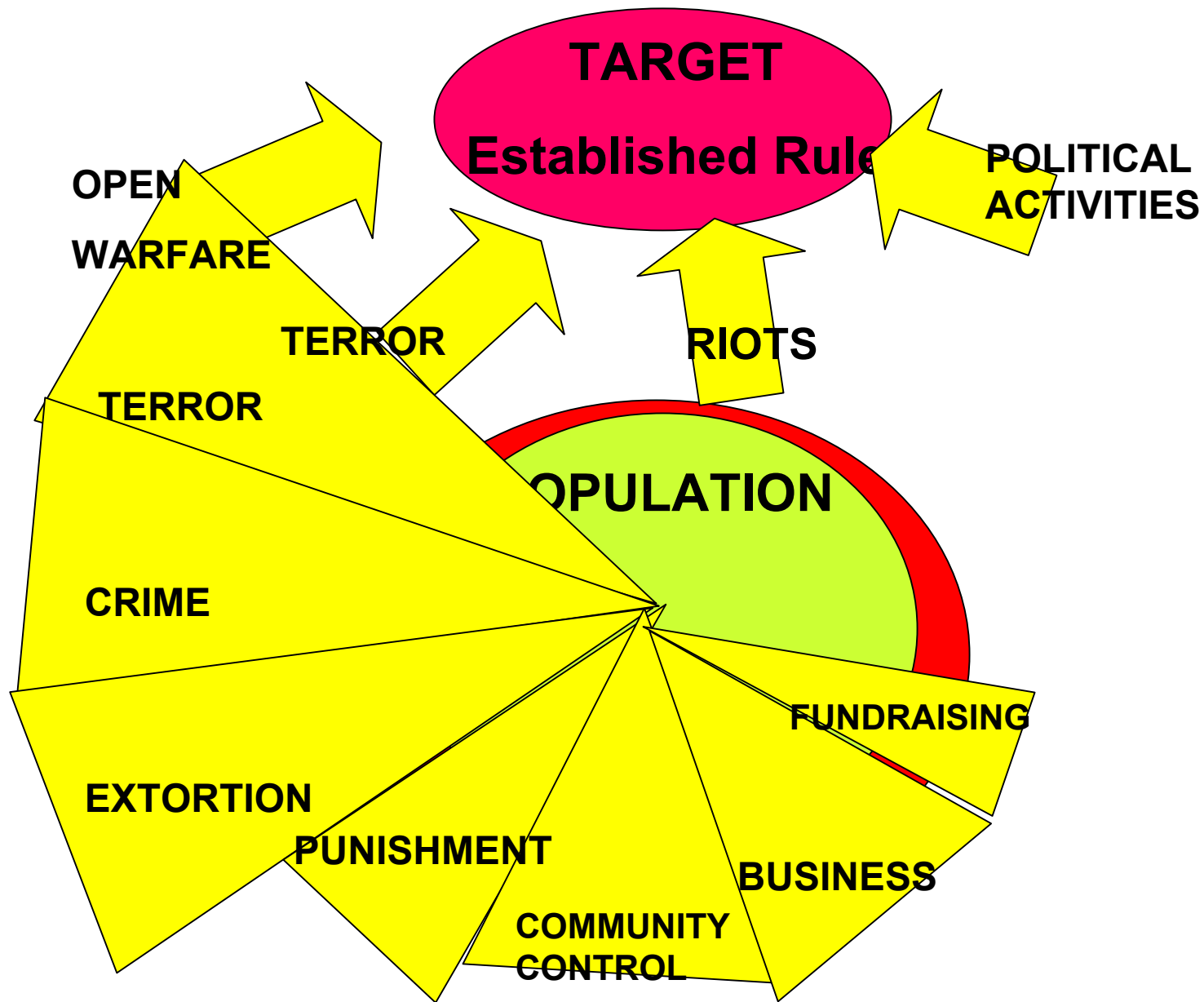




# CRIME AND PUNISHMENT - CONTROLLING THE COMMUNITY

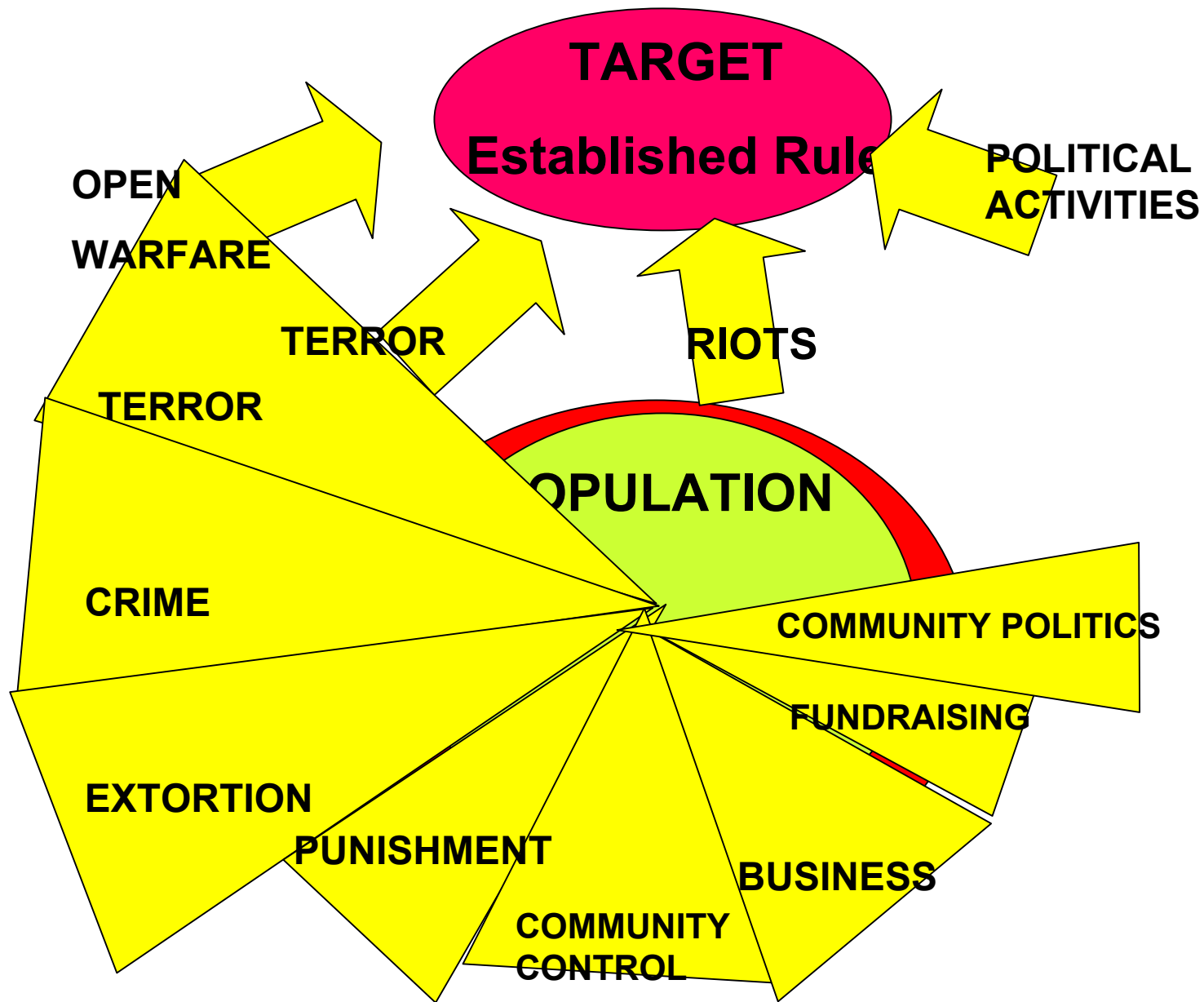
TARRING AND FEATHERING  
PUNISHMENT BEATINGS  
KNEECAPPING  
MURDER

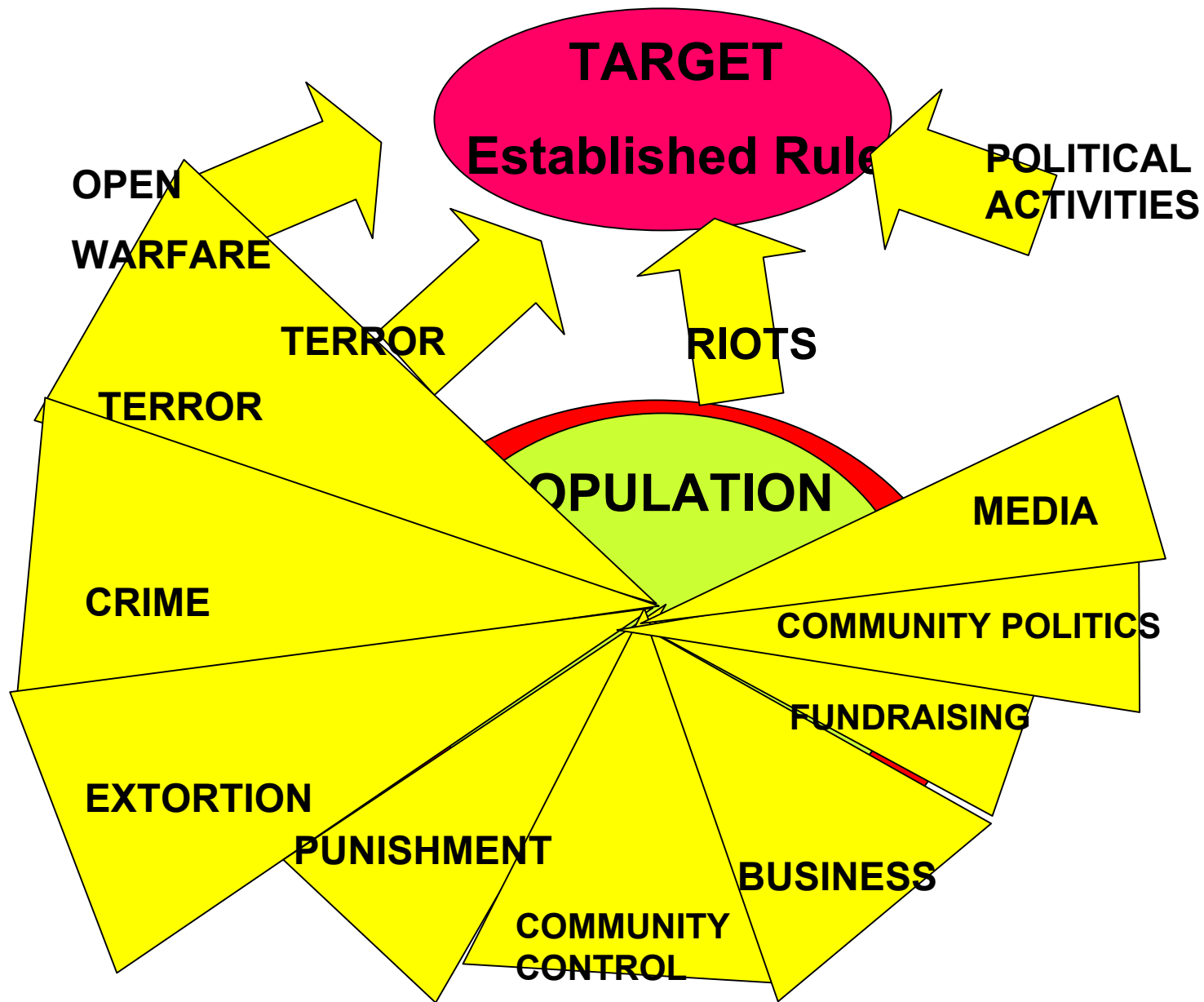




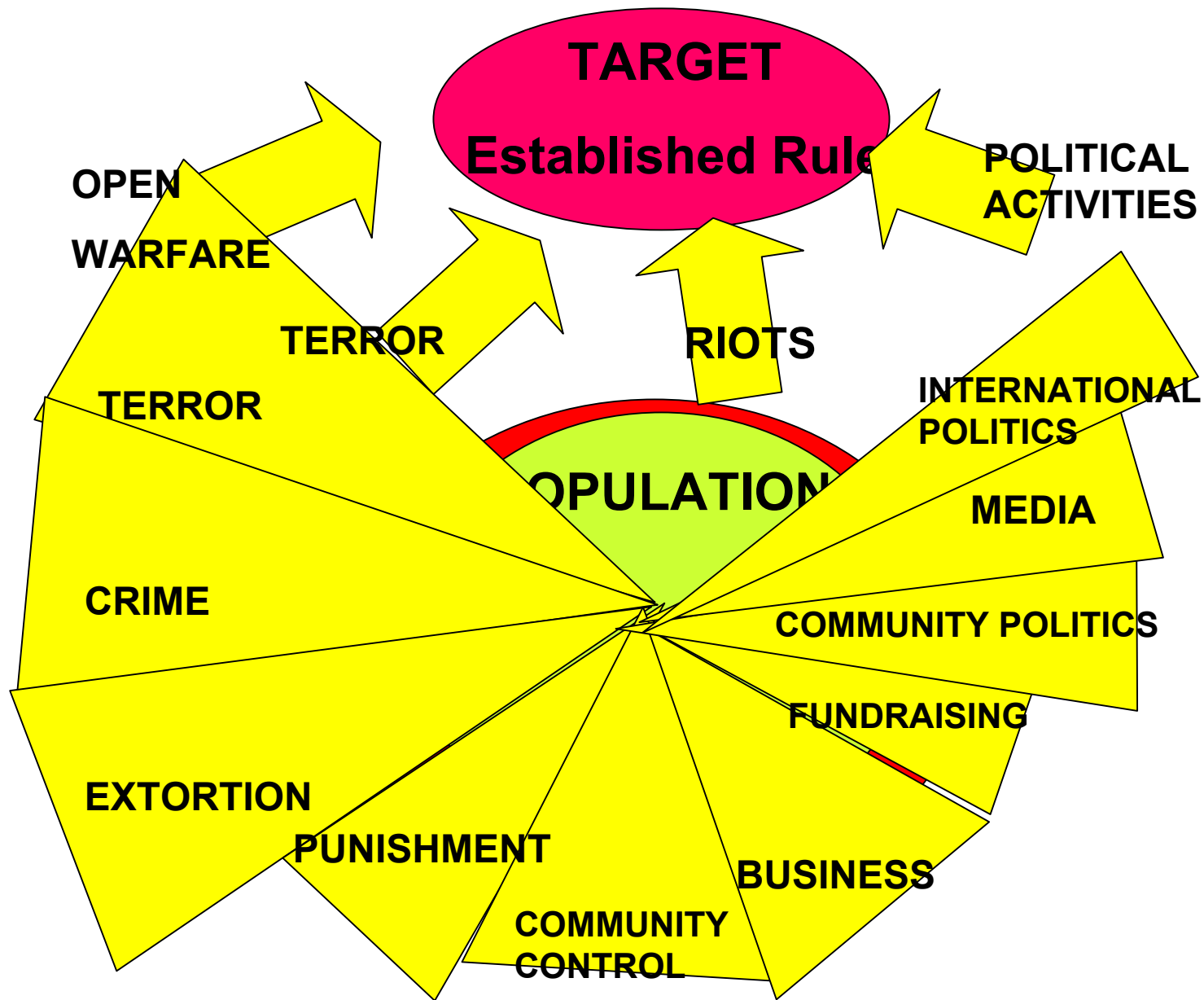
# FUNDRAISING

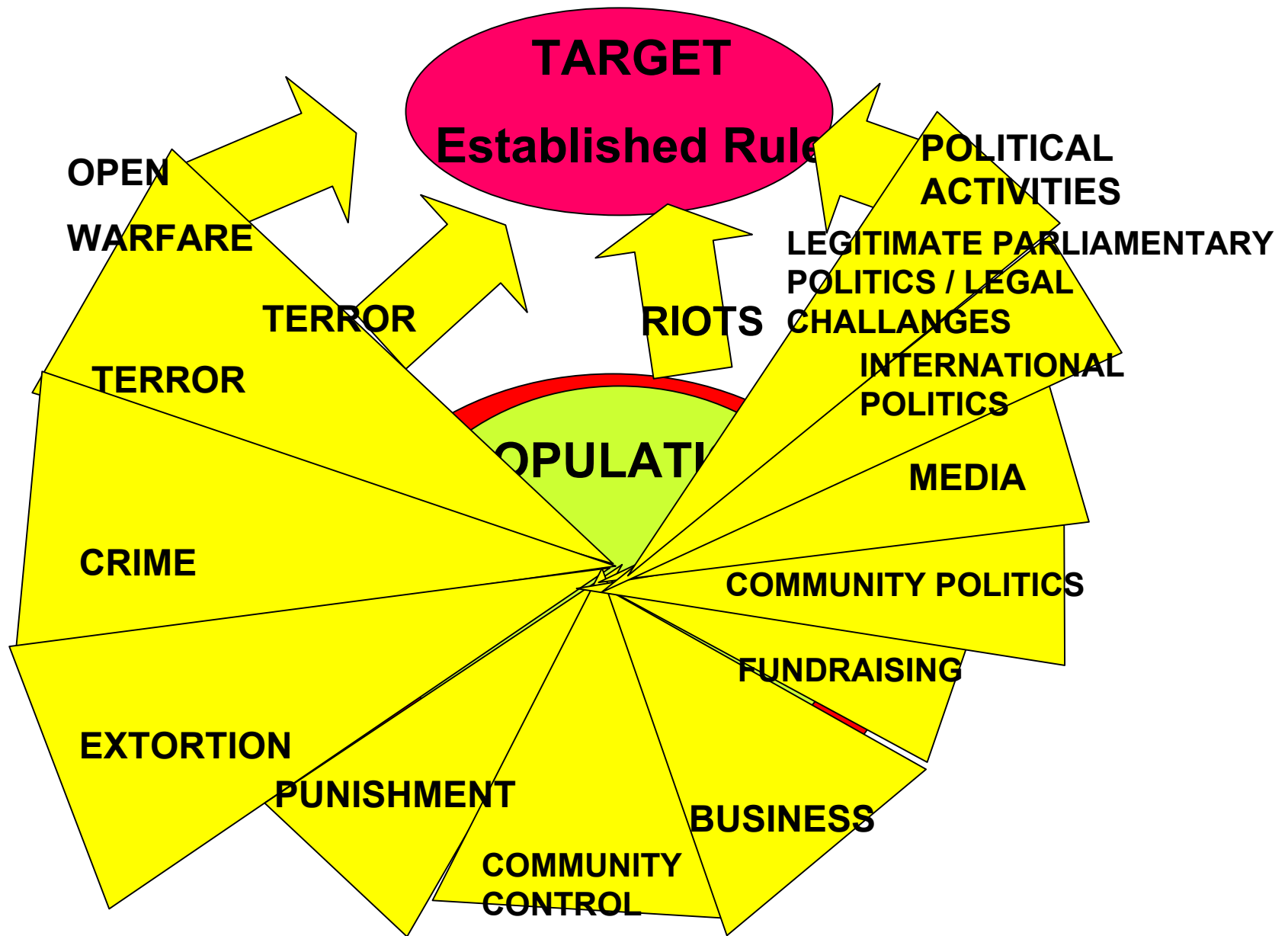
- **NORAI**
- **Bill Flynn**, Chairman of Mutual of America is the head Sinn Fein fundraiser in the US - \$500,000 a year. If FARC contacts continue this may be banned in USA.
- **RIRA Website** made \$100,000 between RIRA being put on FTO list in May 2001 and its ultimate closure by FBI 12 Sep 2002.











# LESSONS LEARNED

- **LAW** TERRORISM IS A CRIME. BUT IT IS NOT JUST A POLICE OR MILITARY PROBLEM - IT NEEDS POLITICAL, SOCIAL AND ECONOMIC RESPONSES TOO. INTEGRATE PLANNING WITH POLICE, JUDICIAL AND CIVIC AGENCIES WORKING TO A COMMON TACTICAL PLAN AND OPERATIONAL AIM.
- **LAW** SECURITY FORCES MUST OPERATE WITHIN THE LAW. - SOLDIERS NEED TO KNOW THE LAW (ROEs).
- **SITUATIONAL AWARENESS** UNDERSTAND THE PROBLEM FULLY - (GEOGRAPHY, HISTORY, CULTURE) BE CRITICAL OF OTHERS' INTERPRETATION AND DO NOT BE LED ASTRAY BY OTHER AGENCIES.

# LESSONS LEARNED

- **SITUATIONAL AWARENESS** UNDERSTAND THE IMPACT OF YOUR (SIMPLE) ACTIONS ON THE TARGET POPULATION - DO NOT ALIENATE THEM UNNECESSARILY.
- **SITUATIONAL AWARENESS** TERRORISM THRIVES ON PUBLICITY - BEWARE THE PR AMBUSH.
- **GOOD JUNIOR LEADERSHIP** (NCOs AND OFFICERS) IS VITAL IN ORDER TO MAINTAIN DISCIPLINE AMONGST THE SOLDIERS AND PREVENT OVER-REACTION AND ESCALATION.

# LESSONS LEARNED

- **INTELLIGENCE** - EVERY SOLDIER (AND WILLING MEMBER OF THE PUBLIC) IS AN INTELLIGENCE GATHERING TOOL - DIRECT AND INTEGRATE OPS AND INT TASKS - EVERY PATROL HAS BOTH. TALK TO THE LOCALS - GAIN CONTACT INFO / INTELLIGENCE.
- **INTELLIGENCE** - WATCH YOUR OWN ACTIVITIES FOR PATTERNS - THE TERRORIST WILL. HE WATCHES YOUR EVERY MOVE. EVERY SUCCESS AND EVERY FAILURE YOU HAVE IS AN OBJECT LESSON FOR HIM - HE LEARNS TOO! BEWARE OF STANDARD DRILLS, NEVER DO THE SAME THING THE SAME WAY TWICE.
- **KNOW YOUR ENEMY AND HIS METHODS** - IN NORTHERN IRELAND ANY ACTIVITY ON THE GROUND IS A FRONT FOR SOMETHING ELSE. THE TERRORIST WILL TRY TO OUT-MANOEUVRE YOU WITH “COME ONS” AND 2, 3 AND 4-PHASED ATTACKS. THINK BEYOND WHAT YOU SEE.

# LESSONS LEARNED

- **PATIENCE** - DO NOT RUSH INTO THE UNKNOWN. OPERATIONS ON THE GROUND TAKE TIME. METHOD, THREAT, EVIDENCE PRESERVATION. BE PREPARED TO STAY ON THE GROUND FOR DAYS OR WEEKS.
- **PROTECTION** - MORTAR / SNIPER THREATS ARE HIGH IN RURAL AREAS; **DIG IN** IF YOU ARE IN LOCATION FOR MORE THAN 12 HRS. SNIPER / GRENADE THREATS ARE HIGH IN URBAN AREAS - **KEEP MOVING** AND SHIFTING FIRE POSITIONS AND PERIMETER PROFILES. MIX VEHICLE AND FOOT PATROLS WITH STATIC LOCATIONS. ALWAYS HAVE ONE FOOT ON THE GROUND.
- **PRESERVATION** - STRENGTH, STAMINA AND **SELF DISCIPLINE** KEEP YOU ALIVE. LAZY, UNDISCIPLINED SOLDIERS MAKE GOOD TARGETS.